	ast, First, Mi DN, DONA						t #	· mber	3. Date o	f Birth		4. Effective 07/17/1		
FIRST	ACTION					SECO	ND AC	TION						
5-A. Code 893		-B. Nature of Ac REG WRI	tion			6-A. Code 6-B. Nature of Action								
-C. Code Q7M	Q7M REG 531.404					6-C. Cod), Legal Auth					
5-E. Cade	E. Code S-F. Legal Authority					6-E. Cod	e	6-F	. Legal Auth	nrify				
. FROM:	Position Title	and Number				SUP	Position Tid ERVISO 01307 P	RY MIP	umber NE SAFET	Y AND	HEALT	TH SPE		
. Pay Plen	9. Oce. Code	10. Grade/Level	11. Step/Rate	12. Total Salary	13. Pay Basis PA	16. Pay Pla GS	a 17. Oc	. Code	18. Grade/Les	el 19	Step/Rate 07	20. Total 5al	ary/Award	21. Pay Busin
IZA. Basic	Pay (2B. Locality Adj.	12C. Adj.	Basic Pay	12D. Other Pay	20A. Basic Fay 20B. Locality Adj. 20C. Ad		20C. Adj	Basic Psy	20D. Other	Pay			
EMDI	OYEE D	АТА				OFC COA	OF THE	ADMI	SISTANT NISTRATO INICAL DI	OR FO V.	RC			
	ns Preference			5 10-Point/Other 6 10-Point/Compt	man b la/30%	24. Tenu	re 0 - Noou 1 - Permane		'endifienal adellatie	5. Agen	cy Use	26. Veterar		
27. FFGL 90						28. Annu	NOT A		\BLE			29, Pay Rat	e Determin	ant
30, Retire	neat Plan FERS AND	FICA		31. Service 01/24/93	Comp. Date (Leave	32. Worl	FULL TIME 33. Part—Time Hours Pe							
POSITION DATA 34. Position Occupied 35. FLSA Category 1 Competitive Service 2 - SES General E E sampt N - Nascampt N - Nascampt E N - Nascampt E E E E E E E E E			36. Appropriation Code 37. Bargaining Unit Status 8888				atus							
	38. Duty Station Code 54-1870-019 39. Duty Station (City - Count MOUNT HOPE FAYE						Location)						
1 38. Duty S	to .	41.	1	42.	43.		44.							
1 38. Duty S	y Data		1											

46. Employing Departme!	ortment or Agency NT OF LABOR		50. Signature/Authentication and Title of Approving Official E/S BY: CRYSTAL L. GUY
47. Agency Code DL MI	48. Personnel Office ID 3392	49. Approval Date 07/09/11	HUMAN RESOURCES OFFICER



PERFORMANCE MANAGEMENT PLAN FOR MANAGERS AND SUPERVISORS

General Information					
Name: Don W	/inston				
Organization: MSHA Coa	Mine Safety and Health				
	008 To 1019/2009				
Establishme	ent of the Performance Management Plan				
We have discussed this plan; written comments have have not been attached.					
Manager/Supervisor: Acomple Mission Date: 19/1/08					
Rating Official: Date: 10/108					
Reviewing Official: Token Date: 10/16/2008					
Mid-Term Progress Review Certification					
The mid-term progress review has been conducted.					
Manager/Supervisor: And E. Minston Date: 3/11/09					
Rating Official: Date: 311/09					
Performance Appraisal and Rating					
Exemplary	Exceed standards for all elements				
Highly Effective	Exceed standards for 50% or more elements but not all; meet standards for all other elements				
Effective	Meet standards for all elements and may exceed standards for less than 50% of elements				
Minimally Satisfactory	Need to improve performance for one or more elements				
Unsatisfactory	Fail to meet standards on one or more elements				
We have discussed this appra	isal; written comments have have not been attached.				
Manager/Supervisor:	NE. Ministro Date: 10/6/09				
Rating Official:	Date: 10/6/09				
Reviewing Official:	Date: 10/9/2009				

1

DL 1-382 6/2004

P	6	Г	fc)[П	ıa	n	C	e
	S	ì	11	n	n	ıa	n	V	

For each element, use an "X" to indicate the appropriate rating.

Element ratings: E = Exceed, M = Meet, NI = Need to Improve, F = Fail

ELEMENT	EL	EMEN	TRAT	ING
	E	M	NI	F
Managerial Competencies: A. Leadership	~			
B. Resource Management	V			
C. Coalition Building and Communication		~		
D. Problem Solving and Initiative	V			
Achieving Organizational Results: Identify linkage with appropriate DOL Performance Outcome Goals: For each results-specific objective, reference the related outcome goal, e.g., 1.1, 2.1, 3.3, below: (MSHA's Organizational Results Goals 1 – 3 are based on the DOL Strategic Goal 3 – Safe and Secure Workplaces, and DOL Performance Goal 3B – Reduce Work-Related fatalities, injuries, and illnesses in mines.) Result 1: MSHA Goal – Fatal Injury Incidence Rate MSHA Goal – All Injury Incidence Rate MSHA Goal – Incumbent will monitor District Mine Safety and Health program area to ensure that citations / orders are timely terminated. Result 2:	~			
MSHA Goal - Reduce fatalities and injuries in the nation's mines by using the MSHA Key Indicators to direct resources to monitor and improve enforcement performance and quality.		in the second se		
Result 3: MSHA Goal – Reduce the Roof Control problems in our nation's mines.	W			
Result 4: MSHA's Internal Employee Safety and Health Goals - (DOL Goals for President's SHARE Initiative for government wide Safety, Health and Return to Employment)				n gazarrayan en derinada den geren den e

PURPOSE OF APPRAISAL:	Interim Rating	Rating of Record
		Namy of Record

2

DL 1-382 6/2004 Other Significant Accomplishments

Managerial Competency Elements	
	EXCEED L
A. LEADERSHIP	NEED TO IMPROVE FAIL
Performance standards for Meet:	
Develops and maintains long and short-te achievement of the Agency's mission, cor and economic, political and social trends	isistent with key Agency policies and priorities
Anticipates and meets the needs of clients needs and satisfaction, and meets them.	s/customers. Sets standards for customers'
Uses agency performance plans and othe individual performance to outcomes and to objectives.	er management systems to link o overall organizational performance
B. RESOURCE MANAGEMENT	EXCEED MEET NEED TO IMPROVE FAIL
Performance standards for Meet:	
well as treated fairly and equitably. Tak	ected, utilized, appraised, and developed, as ses steps to address issues of discrimination of elops the talents of the staff, and develops organization.
Uses informal training, continuous man feedback and appropriate recognition to work products and customer service.	agerial assessments, frequent and constructive o promote staff morale and to ensure quality
Proactively works to maintain a safe wo and illness. Resolves conflicts in a posi	orkplace and to prevent accidents, injuries tive and constructive manner.

Managerial				
Managerial Competency		·	almi Gir. P	
Elements			XCEED	
		N	MEET	
100		N	EED TO IMPROVE	
C. COALITIO	N BUILDING AND COMMUNICA	TION F	AIL	
Promo resour workpl Makes team/g clarifie Effective externa	s the extent of their authority. vely represents the Department an ally. Actively engages the cooperating on common tasks or group pro	sh common g ely. hem both indi d the program	vidually and as a	iles
D. PROBLEM	SOLVING AND INITIATIVE	EVALE		
MI.		EXCEE	U	4
W.		MEET		
No.		1	O IMPROVE	
		FAIL	THE PARTY OF THE P	
Stressed solutions forward.	ance standards for Meet: d innovation and risk-taking. Analyze, emphasizing new approaches. T	akes calculate	ed risks to move prog	ıram
Displays as the or	an attitude that accepts mistakes ganization works to achieve result	as part of the s.	developmental proce	ess,

Organizational Performance Elements

Provide 4 results-specific objectives that demonstrate linkage with DOL's Strategic Plan outcome goals. This section should include the major results to be achieved during the period of time covered by the performance agreement. Results need to be clearly identified and measurable. They should be phrased in a manner that will leave no doubt about whether the results were achieved; however, the results should not include detailed milestones or descriptions of the process and methods used to get the

PERFORMANCE AGREEMENT RESULT # 1		Element 1 Reduce the Mining Fatality Injury Incidence Rate in the			
EXCEED		Nation's Mines in accordance with the GPRA Goals outlined in the DOL Strategic Plan.			
MEET					
NEED TO IMPROVE	And Service Control of the Control o	Element 2 Reduce the ALL Injury Incidence Rate in the Nation's Mines in accordance with the GPRA Goals outlined in the DOL Strategic Plan.			
		Element 3 Incumbent will monitor District Mine Safety and Health program area to ensure that citations/orders are timely terminated.			
FAIL		Performance is satisfactory when the status of citations issued is monitored for timeliness of abatement. Performance will be measured by the degree to which the District is able to terminate citations within the period established by policy for abatement. Progress will be measured through a report furnished by PEIR.			
		(DOL Strategic Goal 3 Safe and Secure Workplace – DOL Performance goal 3B – Reduce work-related fatalities, injuries and illnesses in mines)			

RESULT # 2		Reduce fatalities and injuries in the nation's mines by using the MSHA Key Indicators to direct resources to
EXCEED		monitor and improve enforcement performance and quality.
MEET		
NEED TO IMPROVE		Incumbent monitors MSHA Key Indicator reports for
FAIL		inspector performance results outside the acceptable norms and averages for each District's unique and distinct performance levels. Incumbent understands the effects of each district's geography and work load when determining acceptable average performance baselines. Performance is satisfactory when the incombent demonstrates the tise of the MSHA Key Indicators in the daily managerial decision making phocess, demonstrates an understanding or the root datases for variances in understanding or the root datases for variances accounts for their occurrence and temedy where applicable and stares best practices with relevant MSHA employees. The Incumbent prist ensure that the completion rate of all Eoch inspections is 190%. Exception to this oply may be delated if the incumbent completion of the uncumbent's impragement ability that prevented, 190% completion. The completion rate of all control of the uncumbent's impragement ability that prevented, 190% completion. The completion rate of all control of the uncumbent's impragement ability that prevented, 190% completion. The completion rate of all control of the uncumbent's impragement ability that the uncumbent's improvement ability that the control of the uncumbent's impragement ability that the control of the uncumbent's impragement ability that the control of the uncumbent's impragement ability that the control of the uncumbent and the control of the control of the uncumbent and the control of the uncumbent and the control of the control of the uncumbent and the control of the control

PERFORMANCE AGREEMEN RESULT # 3	 Reduce the Roof Control problems in our nation's mines.
EXCEED	- Reduce the roof control problems through
MEET	evaluations of the bolt length, pillaring systems, and entry/pillar dimensions.
NEED TO IMPROVE	Reduce the problems through evaluations at the high
	priority mines that are in difficult geological conditions.
FAIL	(DOL Strategic Goal 3 Safe and Secure Workplace – DOL Performance goal 3B – Reduce work-related fatalities, injuries and illnesses in mines)

PERFORMANCE AGR RESULT # 4	EEMENT	MSHA's internal employee safety and health goals for F
EXCEED	Volor	reduce the total case rates for injuries and illness by at least 3% per year;
MEET		2. reduce the case rates for lost time injuries and illnesses
NEED TO IMPROVE		by at least 3% per year;
		3. increase the timely filing of injury and illness notices by at least 5% per year; and
FAIL		4. reduce the rates of loss production days due to injuries and illnesses by at least 1% per year. (DOL Goals for President's SHARE initiative for
		government wide Safety, Health and Return to Employment)

ATTACHMENT A

Accomplishments FY 2009 - Don Winston

A. LEADERSHIP

Mr. Winston has provided excellent leadership for his work group. It is apparent that he knows what he is doing, a technical expert in roof control, and his specialists work efficiently for him. He has set up new oversight for the group, and has added additional specialists that will add to the presence at the mines as the E01 requirements are reduced.

B. RESOURCE MANAGEMENT

Mr. Winston used his resources in an efficient manner during the year. He has added specialists which will help. He prioritized the work load to do the right tasks. He did a good job getting the plans, roof fall evaluations, and other investigations done. The pending plans are now at a more manageable level. His use of Technical Support on the problem mines has also aided in using his resources. He maintains a close relationship with the Technical Support. They confirmed Mr. Winston's evaluation on several occasions.

D. PROBLEM SOLVING AND INITIATIVE

Mr. Winston is an expert in roof control and is able to evaluate problems and arrive at the proper conclusions. He has broad engineering expertise in the field. He knows the engineers in Technical Support and has good communication abilities with all. He provided technical expertise to the Solicitor's Office during depositions and hearings involving roof control violations. His insight into problems with roof control has been exceptional. He takes the initiative to get to the mines and provide better working conditions for the miners.

Result # 1

- 1. The fatality incidence rate was below the target.
- 2. The all injury incidence rate was below the target.

The effort made by the Technical Programs Division exceeded the standard. Every specialist did an outstanding job of writing the violations and abating the violations. The few that appeared on the report were from computer problems.

This Element was exceeded.

Result # 2

The District had two chargeable fatals. The fatal incidence rate was reported as 0.0. The effort was given by everyone in the Technical Programs Division, including myself, to prevent fatalities.

This Element was exceeded.

Result #3

Mr. Winston is an expert in his field and his advice is respected. He is a solid technical, professional engineer that is a great asset to this District. He has personally handled very difficult roof conditions, and been able to explain these conditions to the operators. He led the development of roof control plans for the control of very adverse roof conditions in many mines. He was able to explain the failure mechanics to the operators and engineers who worded the plans properly.

This Element was exceeded.

Result #4

Mr. Winston stresses safety to his work group. He leads in providing re-enforcement to all to be safe on the roads and safe in the mines. His group has been accident free this past year. His efforts and those of his specialists have been excellent. The SHARE goals were fully supported.

5.0	

Performance Management Plan for Managers and Supervisors

TO Manay	ers and Supervisors	
Employee Name (last first, middle)	2. Organization	
Winston, Donald E.	MSHA	
3. Title, Series, Grade	4. Appraisal Period (n	nm/dd/yyyy)
Supervisory Mine Safety and Health Specialist (Roof Control), GS-		10/86/80/D
5. Supervisory Status Code 2 – Supervisor or N	lanager	TETRIFICATION DESCRIPTION OF THE PROPERTY OF T
All the state of t	nemeral for profession as a string and the contract of the con	"我们是我们的一个,我们
1. I ceruly triat this	ent to specific Department, Agency, and/or organiza	itional strategic goat.
performance plan contains accurate performance Hold the employee accountait	ole for measurable and observable results.	
elements and standards that:		
	n description and reflect the duties and responsibility	les assigned to the employee.
2. Rating Official Signature	Dat	e (mm/dd/yygy) 11/23/2009
3. Rating Official Name (last, first, middle)		
Kline, Richard J.		
Rating Official Title Assistant District Manager		
5. Prolotype Standards? Yes No		
Caposinon	Description Cartification	
1. Position description is correct? Thes I No (If No, Explain below)	ow.) 2. Rating difficial Signature /	Date (mm/dd/yyyy)
	Kichard Vitter	11/23/2009
	3. Rating Official Name (last, first, mid	(die)
	Kline, Richard J. 4. Rating Official Title	•
ARE TO THE PERSON TO SEE THE PERSON OF THE P	Assistant District Manager	
in the vice when the last of Establishment of the	io equamane i Nanagaman (Panaga)	
We have discussed this plan and written comments are attached No. 30 CECA mass & HECCA	② Employee Signature	Date (mm/qd/yyyy)
	stonald Ellinour	11/23/2009
3. Rating phical Signature Date (mm/dd/yyyy)	6. Reviewing Official Signature	Data (mn/dd/yyyy)
4 Rating Official Name (last, first, middle)	7. Reviewing Official Name (last, first, midd	11/23/2009
Kline, Richard J.	Hardman, Robert G.	ne)
5. Rating Official Title	8. Reviewing Official Title	
Assistant District Manager	District Manager	
1. The mid-term progress review Yes No (If No, Explain be	organical resulting in the result	建 2000 基础
has been conducted.	3. Rating Official Signature \	Date (mm/dd/yyyy)
	Tibland Street	04/05/20170
/	4. Rating Official Name (last, first, middle)	0410012010
2 Feedbase Signature	Cland, Cland	nol J.
2. Employee Signature Date (mm/dd/yyy)	5. Rating Official Title	strict Manager.
	HSISPAT DI	MENUSELA
1. Indicate Performance appraisal and rating below.	ce Aphelasian manual and a second and a second	
Exemplary Exceed standards for all elements		2. We have
	ments but not all; meets standards for all other elen	discussed this appraisal; written
Effective Meet standards for all elements and m	ay exceed standards for less than 50% of elements	comments are
Minimally-Satisfactory Need to improve performance for one	or more elements	attached. Na Comment
Unsatisfactory Fall to meet standards on one or more	eiemenis	☑ Yes ☐ No
3. Purpose of Appraisal	7. Employee Signature	Date (mm/dd/yyyy)
Ch Cila	Some Ol & oWinston.	10 25/10
4 Rating Official Signature Date (mm/dd/yyyy) CMQ10	8. Reylewing Official Signature	Date (mm/dd/yyyy)
- Mchales 10/25/2010	Robert Dix Busina	- 10/16/2010
5. Rating Official Name (last (lirst, middle) ()	9. Reviewing Official Name that first middle	(8)
5. Rating Official Name (last Tirst, shiddle)	HARDIMAN, ROBERS	1 G
5. Rating Official Name (last (lirst, middle) ()	4 //// 13 //	

G. Performance Summary 4.

1. For each element, select the appropriate rating. Element ratings: E = Exceed; M = Meet; NI = Need to Improve; F = Fall

Managerial Competency Elements		Element Rating				
managerial comparancy Elements	E	M	NI	F		
Leadership						
Resource Management	1					
Coalition Building and Communication		سما				
Problem Solving and Initiative	1					
Equal Employment Opportunity		2				

Organizational Performance Elements	E	lemer	it Rati	ng
	E	M	NI	F
Result 1	-			
Result 2	-			
Result 3	مسا			
Result 4		L		

The Property of the Control of the C

1.	Please describe	other significant	cant accomp	lishments In	the s	pace below.
----	-----------------	-------------------	-------------	--------------	-------	-------------

STATE OF THE PARTY	THE PARTY OF THE Managerial Competency Learners 1974 September 1975 September 197
1. Leadership	Exceed Meet Need to Improve Fail

Performance Standard for Meet

- Develops and maintains long and short-term strategic planning to facilitate the achievement of the Agency's mission, consistent with key Agency policies and priorities and economic, political, and social trends affecting the organization.
- · Anticipates and meets the needs of clients/customers. Sets standards for customers' needs and satisfaction and meets them.
- Uses Agency performance plans and other management systems to fink individual performance to outcomes and to overall organizational
 performance objectives.
- Promotes and maintains diverse and inclusive workforce by actively recruiting and hiring from diverse applicant pools; fostering
 collaboration with individuals from diverse backgrounds, perspectives, and experiences; ensuring opportunities for growth exist equitably
 for all employees; and providing fair and equitable recognition of accomplishments for all employees.

Narrative

Sae Attrohument.

Sac Affebrunt

Problem Solving and Initiative			Exceed	☐ Meet ☐ Need	to Improve 🔲 Fail
riormance Standard for Meet Stresses innovation and ri calculated risks to move p	sk-taking. Analyzes problems and rogram forward.	develops alternative so	olutions, emphas	sizing new approaci	nes. Takes
Displays an attitude that a	ccepts mistakes as part of the devi	elopmental process, as	the organization	works to achieve	results.
ırrative	······································				****************
<	See Alfachmet.				
*					
)A				
Performance Standard for Me • Ensures continuing applic	eet ation of, and compliance with, appl	icable Equal Employme harassment, and retalia	ent Opportunity (EEO) laws, reculat	to Improve Fail
Performance Standard for Me • Ensures continuing applic	eet allon of, and compliance with, appl ations of prohibited discrimination,	icable Equal Employme harassment, and retalla	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me • Ensures continuing applic Promptly addresses allegi throughout the organization	eet allon of, and compliance with, appl ations of prohibited discrimination,	icable Equal Employme harassment, and retalla	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	eet allon of, and compliance with, appl ations of prohibited discrimination, on.	icable Equal Employme harassment, and retaila	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses altegi throughout the organization	eet allon of, and compliance with, appl ations of prohibited discrimination, on.	icable Equal Employme harassment, and retaila	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me • Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	icable Equal Employme harassment, and retalla	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses altegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses altegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.
Performance Standard for Me Ensures continuing applic Promptly addresses allegi throughout the organization	ation of, and compliance with, appliations of prohibited discrimination, on.	harassment, and retalia	ent Opportunity (EEO) laws, reculat	ions, and nolicies.

J. Organizational Performance Elements

At the beginning of the performance cycle, the rating official must provide, in Section J, four critical, results-specific elements and standards, at least one of which demonstrates linkage with the Secretary's vision of Good Jobs for Everyone that the employee will be held accountable for during the performance cycle. Each performance standard must be written at the Meets level and includes measures of performance such as quality, quantity, timeliness and cost effectiveness. Standards should be clear and not include detailed milestones or descriptions of the process and methods used to achieve the results.

In assigning a rating to each element, please rate the employee at one of the following four levels and include a written narrative as appropriate:

- Exceeds described level of performance (narrative required)
- Meets described level of performance (narrative not required

Needs to Improve in order to meet the level of performance (narrative required) Fails to meet described level of performance (narrative required)
Result #1
In support of the Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 – Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and Outcome Goal 10 – Voice in the Workplace:
Demonstrates efforts toward the reduction of the mining fatality injury Incidence Rate in the District's Coal mines in accordance with
the performance goals and indicators. Demonstrates efforts toward the reduction of the ALL Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.
Monitor mine safety and health program area to ensure that citations/orders are timely terminated, Hazard Condition Complaints are timely processed, and mine plan approvals are evaluated in a timely manner.
Performance Standard
Performance is satisfactory when:
A 5% reduction in FY10 from the average number of fatalities for FY2005 – FY2009.
Performance will be measured by the degree to which within their respective District, mine plan approvals are evaluated in a timely manner, the status of citations issued is monitored for timeliness of abatement, the District is able to terminate citations within the period established by policy for abatement, and Hazard Condition Complaints are timely processed. Progress will be measured by using a variety of reports.
Namative See AHACH muit

Page 5 of 8

Form DL 1-382 Revised September 2009 Previous additions are not usable.

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 17 of 129 PageID #: 3336

Result #2 In support of the Secretary's wages and overtime, particu	Vision of Good Jobs for Everyo larly in high-risk industries and g	one through Outcome G	oal 2 - Secur	fleet Li Need to In	•
and other reports to direct re Indicator and other reports for	the reduction of the fatalities at sources to monitor and improve or performance results outside to Incumbent understands the effe ance baselines.	e enforcement performa he acceptable norms a	nce and qual nd averages f	ity. Monitors MSHA or the Coal Districts	Coal Key
Performance Standard					
Performance is satisfactory	when:				
process, demonstrates an un variances, accounts for their Within their respective Distri- only may be granted if the in	s the use of the MSHA Key Indinderstanding of the root causes occurrence and remedy where ct, the incumbent must ensure tournbent can demonstrate suppompletion. The completion rate	for variances in month applicable and shares that the completion rate porting aberrations bevo	y reporting, a best practices of all E01 ins and the contro	ssigns responsibilit with relevent MSH pections is 100%. If of the incumbent's	y for the IA employees Exception to this s management
Narrative See	Hachment			11	
	The second secon				

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 18 of 129 PageID #: 3337

Result #3 Exceed Meet Need to Improve Fail
n support of the Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 – Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and goal 10 – Voice in the Workplace:
Take appropriate action to ensure the District achieves a 2% reduction from the previous year for dust and noise sample results exceeding the allowable limits. Take appropriate actions to ensure that roof control plans/programs are in compliance with regulations and agency policy. Take progressive and proactive actions to ensure that roof control plans/programs adequately address mining conditions on a mine specific basis.
Performance Standard
Performance is satisfactory when: Aline plan addendums are acted upon in a timely manner in accordance with the District's SOPs. Incumbent supports the District's efforts in reducing dust and noise exposures, reviews the quality of roof control plans during 6 month reviews with additional attention to target the most egregious and persistent violators of roof control standards, and ensures that the roof bolting process is not contributing to an increase in respirable dust or excessive noise.
See Attach West

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 19 of 129 PageID #: 3338

		22	
Result #4	☐ Exceed ☐ Meet	☐ Need to Improve	☐ Fail
In support of the Secretary's vision of Good Jobs for Everyone throw workplaces, wages and overtime, particularly in high-risk industries and Go			
Use all available tools in an effort to reduce and/or eliminate the inconsistent the MINER Act.			
Use all available tools in an effort to reduce and/or eliminate the deficiencie incumbent will review findings noted in such reviews and timely implement	es identified in Accountabili corrective actions.	ty, District and Peer rev	views.
Performance Standard			
Performance is met when:			
 MSHA handbook, policy and procedures have been followed; Required Mine visits are completed; Demonstrated efforts have been made to reduce or eliminate representation. Field Activity and Second Level reviews are accurately completed. There are clear demonstrated efforts made to help assure consists. Hazard Condition Complaints are timely processed; and. Mine plan approvals have been adequately evaluated and appropriate the process. 	f and all deficiencies are ac tency in citations/orders iss	ldressed; ued;	cessary;
Narrative S. Alladuru I.			

ATTACHMENT A

Don Winston Accomplishments FY 2010

1. Leadership

Mr. Winston has demonstrated his excellence as a leader, organizer, and supervisor of the Roof Control Work Group. He is confident and very knowledgeable. He can handle himself in difficult situations with the mine operators, whether at the mine or in meeting situations. Mr. Winston has long and short range goals to utilize the grossly understaffed group. He has organized the Roof Control group, and the efficiency is excellent. His planning in long and short time goals is consistent with the agencies mission. His leadership of the group follows policy and other trends in the industry. He is good at anticipating problems and keeping the proper perspective between the inspection groups and the technical work group. He has followed excellent practice in hiring and maintaining a diverse work group within the personnel policies.

2. Resource Management

Mr. Winston demonstrated his ability to effectively use the specialists assigned to his work group. Mr. Winston keeps management apprised of his group resources. In spite of this short coming, has continued to push the specialists to do quality work. He has trained them properly, assessing them, and keeping their moral at a high level. He is proactive in maintaining a safe work environment for the employees. He is very aware of the vision for good jobs for everyone, and supports its purpose.

3. Coalition Building and Communication

Mr. Winston continually talked with the CMI's, Supervisors, and ADM's to forge an understanding of the plans and procedures that are being submitted now. His communications are understandable and clear. He keeps his staff aware of the changes going on in the District and their extent of authority. He builds the communication necessary to get the cooperation within the work group, and makes the process efficient. He promotes an open atmosphere for all specialists to communicate with the district staff at all levels. He has expertly represented

the District and MSHA on plan reviews. He has shown his ability to work with all levels in the MSHA organization and with all levels in the industry.

4. Problem Solving and Initiative

Mr. Winston has a quick grasp of new rules and policies, and applies them across the board. His inspection experience has helped his group understand the problems at the mines. He teaches and coaches his specialists so they have an understanding of the policy. He suggested methods to approach the multitude of situations that came to the work group. His attitude has always stayed firm and proper in some very difficult situations. He shows his group proper innovation and risk-taking. He discusses issues with all so that they are handled properly, and prevent issues from coming up.

5. Equal Employment Opportunity

Mr. Winston ensured during the year that all EEO laws, regulations and polices was followed in the Roof Control Work Group. He promptly handled any potential problems that can to his attention. No known discrimination, harassment, or other items are known to have happened. He discusses the issues in managing the work group by talking to all in the group about the issues at hand. He exceeded this standard with his positive leadership.

Result #1

Mr. Winston made an excellent effort in reducing the accidents and injuries while at the mines and in communication with his specialists. He talks to the miners at every occasion he gets to impart safe work practices. His specialists also show the dedication for safety. His group had few violations past due.

Result # 2

Mr. Winston has demonstrated exceptional effort when at the mines to impart health and safety and accident free work places with the miners. His specialists have also shown the same effort while at the mines. He has monitored the key indicators to help supervise the group. Mr. Winston has spread the work load through all the specialists in the work group. He understands that this District is

a large area in all of southern West Virginia. This causes good planning to enable proper use of the specialists.

Result #3

Mr. Winston is a good Supervisor. He demonstrates each day the technical expertise that he uses in reducing the problems in the District mines. He has worked diligently in reducing the multitude of problems at the mines. Each plan is given proper evaluation, with hardly any technical issues and few mistakes. His technical knowledge shows in getting the plans evaluated properly and according to applicable regulations. He works with the other work groups to ensure the best plans are recommended for approval.

Result #4

Mr. Winston works with his specialists to achieve a safe work place in the office and at the mines. The Roof Control group under Mr. Winston's supervision put the effort forward to prevent accidents. Mr. Winston uses all the enforcement tools in keeping the enforcement actions consistent across all mines. He coaches his staff to get the standard evaluation of all the plans. Any items that the accountability reviews identify are handled in his work group to make improvement and prevent any of these items from showing up again. Reviews that were done were done completely and with deficiencies handled. Assistance with complaints and spot inspections were done properly and professionally. All plan approvals were done technically correct.

Page 1 of 1

Kline, Richard J - MSHA

From:

Winston, Donald E - MSHA

Sent:

Wednesday, October 06, 2010 4:52 PM

To:

Kline, Richard J - MSHA

Subject: accomplishments

Roof Control Work Group Accomplishments 2010:

Roof-Control Plans and Supplements processed-

305

Ground Control Plans and Revisions processed-

112

Highwall Miner Recovery Plans processed-

10

Roof-Fall Cleanup Plans-

58

Total Plan-

485

The number of events the Roof Control Group participated in is as follows:

235 (one complete E01) E01-

E02-

E03-3

E04-1

39 E06-

E07-

E08-42

E09-45

27 E16-

E20-

10/7/2010

Note: The above numbers are not separate events, at times more than one specialist may have been on the same event. The E06 and E09 events were UBB. A lot of Roof Control man hours were used during the recovery, monitoring the gases and guard duty.

The specialists inspected retreat mining sections for the Mt. Hope and Madison field offices on a monthly basis.

The specialists Inspected roof falls and mines with adverse roof conditions and provided assistance for Remedial actions.

The group assisted other departments with computer drafting and engineering.

No injuries or accidents reported by members of the Roof Control Group this year.

As supervisor provided guidance and training for the specialists, especially the new members.

Performance Management Plan for Managers and Supervisors



1. Employee Name (last, first, middle) Winston, Donald E.	A. Genera	Information 2. Organization	The state of the s
3. Title, Series, Grade	•	Labor, MSHA, District 4	aried (mm/dd/yyyy)
TECH SUPERVISOR (ROOF)		111291	2010 10/19/2011
to the state of th	riormance Elements	and Standards Certification	
contains accurate performance. X Hold the emp	lovee accountable for	e Agency's operating plan. measurable and/or observable results.	
2. Rating Official Signature	nployee's position desi	cription and reflect the duties and responsibilities	assigned to the employee.
Tillaux Stru	14 5120 11	7)14/11	Date (mm/dd/yyyy)
3. Rating Official Name (last, first, middle) Kline, Richard J.			T Word COLO
4. Reting Official Title ADM - TP	T.		
	No C. Position Descr No, explain below.)	3. Rating Official Name (last, first, middle) Kline, Richhard J.	120 11 1 64 7010
, 1		4. Rating Official Title ADM • TP	
THE REPORT OF THE PARTY OF THE	hilshmant of the De	formance Management Plan	A tetra garante a lago populario de la
1s. I discussed this plan with employee. 1b. Employee w	rillen comments are	2. Employee Signature	
Yes No attached.	Yes No	Donald Formington	Date (mm/dd/yyyy)
3. Reling Official Signature 512011	Date (mm/dd/yyyy)	6. Regiewing Official Signature	Dale (mm/dd/yyyy)
4. Rating Official Name (last, first, middle)	Modivio	7. Reviewing Official Name (lest, first, middle)	- VI /29/2012
Kline, Richard J.		Hardman, Robert G.	
5. Rating Official Title ADM - TP		8. Reviewing Official Title	- INNE
	E Blid Town Database	DM	to a feet to the mean and
7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7		Review Certification	
1. The mid-term progress review Yes No (if	No, explain below.)	3. Rating Official Signature	Date (mm/bd/yyyy)
		4. Rating Official Name (lest, first, middle)	4 2 11
			c 11
2. Employee Signature	Data (mm/dd/yyyy)	5. Raling Official Title	Scott
Donald & Winston	4/21/11	ADM Tack	
	F. Performance Ap		TO THE THE THE PARTY OF
1. Indicate performance appraisal and reting below.	tion (I to a to the Contract of the A.C.)	The second secon	
Exemplary Exceed standards for all	elementa		2a. I discussed this appraisal with employee.
		it not all; meet standards for all other elements	Yes D No
	ments and may excee	rd standards for less than 50% of elements	1
Minimally Satisfactory Need to Improve perform	ance for one or more	elements	2b. Employee written comments are atjached.
Unsatisfactory Fall to meet standards or	one or more element	1	Yes P No
	Rating of Record	7. Employee Signature	Date (mm/ssd/yyyy) 10//1/20//
4. Raling Official Signature	Date (mm/dd/yyyy)	8. Reviewing Official Signature	Dale (mm/dd/yyyy)
of Muleuro	10/17/2011	Chil Chint	10-19-11
5. Pating Official Name (last, first, middle)	11	9. Reviewing Official Name (Issl, first, middle)	7 70//
6. Rating Official Title		CARPENTER, Chambes E	
		10 Reviswing Official Title	
Assistant District Manag	es - / /-	District Many	

G. Performance Summary

1. For each element, select the appropriate rating. Element ratings: E = Exceed; M = Meet; NI = Need to Improve; F = Fall

Managerial Competency Elements	Ele	Element Rating					
managenal competency Elements	E	M	NI	F			
Leadership	X						
Resource Management		X					
Coalition Building and Communication	X						
Problem Solving and Initiative	X						
Equal Employment Opportunity and Diversity		X					

Results Elements	Ele	men	t Rat	Ing
ACSOILS Elements	E	М	NI	F
Result 1	X			
Result 2	_ X			
Result 3	×			
Result 4	X			
Result 5				
Result 6				
Result 7				
Result 8				

H. Other Significant Accomplishments

1.	Please	describe	other	significant	accom	pilshments	in	the	space.	below.
----	--------	----------	-------	-------------	-------	------------	----	-----	--------	--------

t: Managerial Competency E	lements	1	67			भूता मा भूता मा	
1. Leadership	\boxtimes	Exceed		Meat	Need to Improve		Feil

Performance Standard

- Develops and maintains long and short-term strategic planning to facilitate the achievement of the Agency's mission and to improve performance consistent with key organizational policies and priorities and economic, political, and social trends affecting the organization.
- Anticipates and meets the needs of clients/customers to provide better service. Sets standards for customer needs and satisfaction, and meets them.
 Uses effective business practices including balanced measures to consider customer, stakeholder, and employee perspectives.
- Displays an attitude that accepts mistakes as part of the developmental process, as the organization works to achieve results that promote innovation, efficiency, and greater effectiveness.
- Links individual performance requirements to key organizational goals, incorporates organizational performance results into decisions about individual performance ratings and recognition. Makes meaningful distinctions between levels of performance in ratings. Recognizes subordinate performance and teamwork.
- · Promotes and adheres to the highest ethical standards of public service.

Narrative

During the appraisal period, Mr. Winston supervised the review of nearly 400 roof control and other plans. He recommended approval or denial of these plans by providing expert guidance to roof control specialists. When dealing with mine operators and their submittals, he explains what is expected relative to safety precautions and ensures that plans are tailored to the individual needs of the mine. This approach increases the effectiveness of the plans and helps ensure safety for mining personnel. He consistently displays a positive, hard working attitude which increases the overall effectiveness of the work group. He plans ahead to prevent mining hazards and to ensure that work is accomplished in a timely manner. When a mistake in work is realized, he immediately employs a positive response and improves the situation immediately. He is very detail oriented and supervisory reviews of his work products indicate a very high level of proficiency.

Form DL 1 382 Revised September 2010 Provious editions are not usable.

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 26 of 129 PageID #: 3345

2. Resource Management		Exceed 🔯	Meet Need to Im	prove 🗖 Fall
				D. 0
Performance Standard Understands the organization's financial procachieve desired results. Monitors expenditure and late payments, prevent Anti-deficiency And Actively recruits to attract and select qualified robust recruitment strategies, and maximizing. Understands the impact of technological development and security of technology systems. Prevents staff from working unauthorized over	es and uses cost-benefit thinking to the violations, and ensure adequate a applicants with the competencies of the use of technology. Applies nelopments on the organization. Materime hours by consistently apply	o set priorities. Develops a management controls. s needed by embracing the nent principles to develop, akes effective use of techn ing Fair Labor Standards A	nd implements strategle use of available hiding (select, and manage a di ology to achieve results ct (FLSA) and DOL poil	es to reduce errorieous lexibilities, developing iverse workforce, . Ensures access to
maintaining an awareness of staff hours work designation impacts overtime eligibility and a	ked and organizational goals account to the second	mplished, and ensuring sta	iff are Knowledgeable o	I now FLSA
Narrative				
701701172				
*				
				.*
	20			
	,			
	ä			
		19		
. Coalition Building and Communication		ズ Exceed □	Mest Need to Im	prove Fail
Performance Standard • Promotes an open, communicative environments motivates individual staff members/learns to a	accomplish organizational goals.	Manages and resolves cor	ifficts in a positive and c	constructive manner.
 Stresses innovation, creativity, and risk-taking risks to move programs forward. 	 Analyzes problems and develop 	ps alternative solutions, en	nph <u>á</u> sizing new approac	hes. Takes calculated
Narralive				
During the past year, Mr. Winston has display- utilizes his expert mining and roof control/gro remedial actions. Other departments routinely with alternative solutions to mine stability pro	ound control knowledge to ide y seek his expert advice and h oblems in order to achieve suc	ntify issues, locate probe is highly regarded in l cessful outcomes to issu	plems and develop ac his field. He challengues they are facing. I	ceptable and proper ges mine operators He is very persuasive
and represents MSHA in a very effective and legal cases which were all settled in a positive generous in favor of Mr. Winston. He has wo	manner in MSHA's favor. F	eedback from governm	entai attorneys has be	en exceptionally
40				

				Form CIL 1-382 Revised September 2010

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 27 of 129 PageID #: 3346

4. Problem Solving and Initia					
4. Frodieni adiving and mine	ative		⊠ Exceed □ N	eet Need to Impr	ove Fail
Performance Standard • Effectively represents stakeholders in working	the Department and the organization og on common tasks or group projects	internally and/or externally ; ahares work and decision	Actively engages the making with others.	s cooperation of interna	and external
gathering skills to fully un knowledge is utilized dail one of the largest undergr improve their roof control additional technical special A roof fall clean-up plant deficiencies and convince	we engineer with exceptional prob inderstand situations before develop by to solve problems and develop cound longwall mines in the distri- I plan to ensure that tailgate supp- alists from outside the district in was developed by the Mountaine and the operator to improve the plan or to achieve positive results.	oping well thought out a innovative solutions. I ct, Mingo Logan Coal ort was adequate. Whe order to achieve a high er II mine and submitte	and calculated solu puring the appraisa Company's Mounts on a failure occurre or level of safety for d to MSHA for rev	tions. His extensive I period, he worked e ineer II Mine, and be if at the mine, he effect the miners.	experience and xtensively with liped them ctively utilized cntified several
•					
				2	
*		:-			
5. Equal Employment Oppor Performance Standard • Promotes and mainta	A Start of the start of the same	Actively recruits and hire	from diverse applica	int pools. Foster collab	oration with
fair and equitable rec	ins a diverse and inclusive worklords, see backgrounds, perspectives, and exception of accomplishments for all enauges workforce based on organization applicable Equal Employment Oppor sment, and retailation. Ensures that E	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	log application of
fair and equitable rec	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	ing confication of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	log application of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	log application of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	log application of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	log application of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	log application of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	ing confication of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	log application of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	ing confication of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	ing confication of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	ing confication of
fair and equitable rec Builds, trains, and ma and compliance with, discrimination, haras	se backgrounds, perspectives, and exognition of accomplishments for all er	penence. Ensures mat of poloyees.	portunites for grown	nondr Engures continu	ing confication of

1	4.114	A - 44.00	7 77 1/4 7	19 May 25 19 19	2		gru, e	25.23	11 -	2 -19 12 12 1	4, 27, 41	Mary ners \$175	250
 12	200	1		1.000	100	11	1-1-1		. J. J.	Results	Element	5	200
 	-13		a 41. 11.	177 6		all mitabe	Tree to the second	- المؤلف ا	4	#1.8 m	- T	991 4445	

Provides as many critical results-specific elements as are necessary to reflect the manager's/supervisor's specific responsibilities in the implementation of their agency's operating plan. All elements and standards must be linked to the operating plan and should describe the specific major results to be achieved during the period of performance covered by the performance plan. Each performance standard must be written at the Meat level and include measures of performance such as quality, quantity, timeliness, and cost effectiveness. Standards should be clear and not include detailed milestones for descriptions of the process and methods used to achieve the results.

The rating official must appraise the managers'/supervisors' performance relative to the critical results-elements performed. In assigning a rating to each critical results element, please rate the manager/supervisor at one of the following four levels and include a written nerrative as appropriate:

- Exceeds described level of performance (narrative required)
- Meets described level of performance (narrative not required)
 Need to Improve in order to meet the level of performance (narrative required)
- Fails to meet described level of performance (narrative required)

Fifty percent (50%) of the summary rating indicated in Section F1 is based on the manager's/supervisor's performance relative to the critical results elements identified in this section. The remaining 50% is attributed to the manager's/supervisor's demonstrated performance of the managerial competencies identified

Result #1

In support of the Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 – Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and Outcome Goal 10 - Voice in the Workplace:

Demonstrates efforts toward the reduction of the mining fatality Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Demonstrates efforts toward the reduction of the ALL Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Monitor mine safety and health program area to ensure that citations/orders are timely terminated, Hazard Condition Complaints are timely processed, and mine plan approvals are evaluated in a timely manner.

Performance Standard

Performance is satisfactory when:

A 5% reduction in FY10 from the average number of fatalities for FY2005 - FY2009.

Performance will be measured by the degree to which within their respective District, mine plan approvals are evaluated in a timely manner, the status of citations issued is monitored for timeliness of abatement, the District is able to terminate citations within the period established by policy for abatement, and Hazard Condition Complaints are timely processed. Progress will be measured by using a variety of reports.

Narralive

District 4 and 12's mine plans are approved in a timely manner despite the high number of accident investigations conducted by the department. The roof control department lead the specialists groups with the highest amount of on-site time out of all the technical groups. Additionally, through the involvement of the supervisor, Mr. Winston has reduced the number of overdue citations. Key indicator reports indicate that the department is effectively operated. During accompanied activities Mr. Winston's attention to detail and willingness to issue violations outside of his roof control duties has helped District 4 achieve a reduction in the fatal injury incident rate.

Approximately 400 mine plans were reviewed this past year, and employees of the roof control department worked on nearly 150 different inspection events. This is an exceptional achievement for a moderately sized group of individuals.

Farm: OL 1-382

	Doddinone 100 o 1	iicu 09/03/10	raye 29 01 123	9 PageID #: 334	40
	*				
esuit #2		<u> </u>			Fail
support of the Secretary's Visi	on of Good Jobs for Everyone to industries and goal 10 - Voice	through Outcome Go in the Workplace:	al 2 - Securing safe an	d healthy workplaces,	wages a
	eduction of the fatalities and in		's Coal mines by using	the MSHA Key Indica	ators an
her reports to direct resources t	o monitor and improve enforce	ment performance a	nd quality. Monitors M	ISHA Coal Key initica	tor and
har reporte for performance rec	nits outside the acceptable nor	ns and averages for I	he Coal Districts, muid	ne stin manner herrern	ance
vels. Incumbent understands th	ults outside the acceptable non e effects of the District's geogr	ns and averages for t raphy and work load	when determining accommend	eptable average perfon	ance
vels. Incumbent understands th	ults outside the acceptable norr te effects of the District's geogr	ns and averages for t raphy and work load	when determining acco	eptable average perfon	ance
vels. Incumbent understands th	ults outside the acceptable norr	ns and averages for t raphy and work load	he Coal Districts uniq	eptable average perfor	ance
ther reports for performance resevels. Incumbent understands the aselines. Performance Standard Performance is satisfactory when	e effects of the District's geogr	ns and averages for t raphy and work load	when determining acco	eptable average perfor	ance
Performance Standard Performance Standard Performance is satisfactory when The incumbent demonstrates the Remonstrates an understanding of their occurrence and remedy when the incumbent must ensure that it	use of the MSHA Key Indicate f the root causes for variances lere applicable and shares best p he completion rate of all E01 in rations beyond the control of th	ors and other reports in monthly reporting practices with relevant aspections is 100%.	in the daily managerial, assigns responsibility it MSHA employees. Veception to this only gement ability that pre-	decision-making proc for the variances, acco Within their respective may be granted if the i	cess, bunts for District
eriormance Standard erformance Standard erformance is satisfactory where the incumbent demonstrates the elemonstrates an understanding of their occurrence and remedy whe	use of the MSHA Key Indicate f the root causes for variances lere applicable and shares best p he completion rate of all E01 in rations beyond the control of th	ors and other reports in monthly reporting practices with relevant aspections is 100%.	in the daily managerial, assigns responsibility it MSHA employees. Veception to this only gement ability that pre-	decision-making proc for the variances, acco Within their respective may be granted if the i	cess, bunts for District
evels. Incumbent understands the aselines. Performance Standard Performance is satisfactory when the incumbent demonstrates the demonstrates an understanding of their occurrence and remedy when the incumbent must ensure that the demonstrate supporting abertian demonstrate supporting aberting aborting aborti	use of the MSHA Key Indicate f the root causes for variances lere applicable and shares best p he completion rate of all E01 in rations beyond the control of th	ors and other reports in monthly reporting practices with relevant aspections is 100%.	in the daily managerial, assigns responsibility it MSHA employees. Veception to this only gement ability that pre-	decision-making proc for the variances, acco Within their respective may be granted if the i	eess, bunts fo District

Narrative

MSHA key indicator reports are routinely reviewed and Mr. Winston effectively communicates MSHA's goals and his expectations to his

He rotates mine plan assignments, accident investigations, and routine inspection work amongst his specialists to ensure a fair and equitable workplace.

His involvement on a day-to-day basis and his dedication has improved MSHA's overall performance and assisted with the attainment of the 100% mine inspection completion rate. He provides expert guidance to his staff and always appears to follow-up on his guidance to assure proper actions have been taken.

His work and dedication has assisted MSHA in the 100% completion of all required inspections during the appraisal period. He urges all specialist work on regular inspections as much as feasible and substantiates his wishes with supervisory reviews which further support this requirement

Ferm DL 1-142 Revised September 2010 Previous actions are not usable.

Case 5:18-cv-00591	Document 703-8	Filed 09/05/18	Page 30 of 129 PageID #: 3349
,			
· ·	-		
			9
Result #3 In support of the Secretary's Vision overtime, particularly in high-risk i		e through Outcome Goa	Exceed Meet Need to Improve Fall 12 – Securing safe and healthy workplaces, wages
	e District achieves a 2% re	duction from the previo	us year for dust and noise sample results exceeding
he allowable limits.	hat roof control plans/prog	rams are in compliance	with regulations and agency policy.
Take progressive and proactive acti			quately address mining conditions on a mine specifi
oasis.			
Performance Standard Performance is satisfactory when:			
	n in a timely manner in ac	cordance with the Distri	ct's SOPs. Incumbent supports the District's effort
n reducing dust and noise exposure	s, reviews the quality of ro	of control plans during	6 month reviews with additional attention to target
most egregious and persistent viola	tors of roof control standar	ds, and ensures that the	roof bolting process is not contributing to an increas
n respirable dust or excessive noise			
•			
		*	
		*	
W Heat III			
*		,	
*			
Astrative Mine plan addendums were acted u procedures. Mr. Winston traveled to noise exposures. He is known for c	o numerous mines through	out the district and prope	trict's SOPs, and with established MSHA policies a erly supports the District's efforts in reducing dust a his realm of expertise.
During the appraisal period, he pro-	npted major upgrades to nu	amerous-plans-including	roof control plans at the Pinnacle Mine, Rock Cree
Development, and the Rockhouse Ninking plans, bleeder stability for n	To. 8 mines. He also aided	other departments on nu	Imerous plan reviews including shaft and slope
			71

Form Ct. 1-313 Revised September 2010 revious achiens are not utable.

		742			0	
lesult #4 In support of t	he Secretary's	vision of Good Jobs fo	r Everyone through Outcoal 10 - Voice in the Wor	ome Goal 2	ed Meet Need to Improve - Securing safe and healthy workplace] Fail cs, we
					of MSHA regulations, the Mine Act and	d the
AINER ACL						
Jse all available t noumbent will re	ools in an effor view findings r	t to reduce and/or elim loted in such reviews a	imate the deficiencies Re and timely implement cor	ntified in A rective acti	ccountability, District and Peer review.	s.
Performance Standa	ard					
Performance is m	et when: ook, policy and	procedures have been	followed;			
Performance is manufactured MSHA handbar (2) Required Minu (3) Demonstrated	et when: ook, policy and e visits are com efforts have be	ipleted; en made to reduce or c	eliminate repeat audit find	lings and p	ersonnel are trained as necessary;	
(2) Required Mine (3) Demonstrated (4) Field Activity (5) There are clea	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	ipleted; en made to reduce or c vel reviews are accura efforts made to help a	climinate repeat audit fine tely completed and all de ssure consistency in citat	ficiencies e	re addressed;	
Performance is manufacture. (1) MSHA handbox (2) Required Minutes. (3) Demonstrated. (4) Field Activity. (5) There are clean. (6) Hazard Condition.	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	eliminate repeat audit fine tely completed and all de ssure consistency in citat and	ficiencies a ions/orders	re addressed; issued;	
Performance is manufacture (1) MSHA handbo (2) Required Mino (3) Demonstrated (4) Field Activity (5) There are clean (6) Hazard Condition	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	climinate repeat audit fine tely completed and all de ssure consistency in citat	ficiencies a ions/orders	re addressed; issued;	
Performance is manufacture. (1) MSHA handbox (2) Required Minutes. (3) Demonstrated. (4) Field Activity. (5) There are clean. (6) Hazard Condition.	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	eliminate repeat audit fine tely completed and all de ssure consistency in citat and	ficiencies a ions/orders	re addressed; issued;	
Performance is manual. 1) MSHA handbox 2) Required Minor 3) Demonstrated 4) Field Activity 5) There are clean	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	eliminate repeat audit fine tely completed and all de ssure consistency in citat and	ficiencies a ions/orders	re addressed; issued;	
Performance is manual. 1) MSHA handbox 2) Required Minor 3) Demonstrated 4) Field Activity 5) There are clean	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	eliminate repeat audit fine tely completed and all de ssure consistency in citat and	ficiencies a ions/orders	re addressed; issued;	
Performance is manual. (1) MSHA handbox (2) Required Minus (3) Demonstrated (4) Field Activity (5) There are clean (6) Hazard Condition	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	eliminate repeat audit fine tely completed and all de ssure consistency in citat and	ficiencies a ions/orders	re addressed; issued;	
Performance is manual. (1) MSHA handbox (2) Required Minus (3) Demonstrated (4) Field Activity (5) There are clean (6) Hazard Condition	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	eliminate repeat audit fine tely completed and all de ssure consistency in citat and	ficiencies a ions/orders	re addressed; issued;	
Performance is manual. 1) MSHA handbox 2) Required Minus 3) Demonstrated 4) Field Activity 5) There are clean 6) Hazard Conditions.	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	eliminate repeat audit fine tely completed and all de ssure consistency in citat and	ficiencies a ions/orders	re addressed; issued;	
Performance is manufacture (1) MSHA handbo (2) Required Mino (3) Demonstrated (4) Field Activity (5) There are clean (6) Hazard Condition	et when: ook, policy and e visits are com efforts have be and Second Le r demonstrated	pleted; en made to reduce or e vel reviews are accura efforts made to help a s are timely processed;	eliminate repeat audit fine tely completed and all de ssure consistency in citat and	ficiencies a ions/orders	re addressed; issued;	

Narrative
Mr Winston is very knowledgeable and consistently applies MSHA handbook requirements, policies and procedures each and every day.

During the appraisal period he greatly exceeded the required number of mine visits. Feedback received from a high ranking NIOSH official during the past year indicated that the District 4/12 roof control department was likely the very best in MSHA. This compliment is a direct result of the activities, leadership, and guidance of the supervisor. All field activity reviews and accompanied activities were accurately completed and all deficiencies were addressed. Rather than do a redundant review, the supervisor looked for actual weaknesses and provided guidance for subordinates to help instill a culture of continuous improvement. Citations and orders issued and his involvement in accident investigations were consistent with the highest level of professionalism.

Mine plan approvals were properly evaluated and recommendations for approval or denial appeared correct consistently throughout the appraisal period.

Form Dt. 1-382 Revised September 2010 Previous additions are not usable.

		. *		
Result #5	THE STATE OF THE S	Exceed M	eat Need to Improve	e
			•	
Performance Standard				
+				
	4	*		
14	*			
	4			
Narretive				
	T			

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 32 of 129 PageID #: 3351

Page 9 of 13

Fem. Dt. 1-345 Revised September 2310 Previous adillons are not usable

TAB 6 CATTACHMENT 1: WORKSHEET

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)

	<u>~</u>					
	Z		<u>u</u>			
•	Meet	Can effectively communicate and manage	the implementation of results-oriented strategic plans to achieve the Agency's goals. Demonstrates an understanding of the Agency's performance indicators.	• Consistently anticipates and meets customers' needs and satisfies standards for effective customer service.	• Accepts employees' reasonable mistakes as part of the development process.	
Evech	Exceed	Demonstrates extensive	awareness and understaining of the Department's mission and strategic vision. Actively works to develop and/or implement forward-looking strategic plans that maximize the Agency's ability to achieve its objectives. Employs innovative uses of Agency resources and technologies to meet performance indicators under its strategic plan.	Provides the highest quality service to Agency customers, stakeholders, and employees by anticipating, addressing, and proactively managing current and future needs.	Engenders a culture that encourages employees to take calculated risks to improve performance.	T
×		•		•	•	
hip	What This Includes	Strategic Planning	Support for Leadership Organizational Performance	Customer Service	Innovation & Risk	
Managerial Competency Element: Leadership	Reshingtion Clement	Result 1: Develops and maintains long	and short-term strategic planning to facilitate the achievement of the Agency's mission and to improve performance consistent with key organizational policies and priorities and economic, political, and social trends affecting the organization.	Result 2: Anticipates and meets the needs of clients/customers to provide better service. Sets standards for customer needs and satisfaction, and meets them. Uses effective business practices including balanced measures to consider customer, stakeholder, and employee perspectives.	Result 3: Displays an attitude that accepts mistakes as part of the developmental process, as the organization works to achieve results that promote innovation, efficiency, and greater effectiveness.	ated
erial Com	C.	Result 1: Do	and short-t facilitate th Agency's m performan organizatio economic, affecting th	Result 2: Antioneeds of client better service. Sets stance and satisfied Uses effer including consider to	Result 3: I accepts m developm organizati that prom greater eff	N/R = Not Rated
Manage	CI IN	[X/K				
-	L.,		Confidential Agency D	ocument		

DLB-000033

		1			
,	(XI	Z			μÜ
	ency Elements (Mat	Meet	Provides opportunities for individual and team development. Appropriately uses available performance, reward and recognition systems.	Adheres personally to the highest ethical standards of public service and encourages ethical behavior among subordinate staff.	
ATTACHMENT 1: WORKSHEET	or Managerial Compet	Exceed	 Shares recognition and routinely rewards colleagues' accomplishments. Repeatedly demonstrates an ability to link individual with Departmental and agency performance requirements. Effectively uses agency and interagency teams to achieve agency outcomes. 	Acts as a model of integrity personally and establishes an organizational culture that sets expectations of the highest ethical standards of public service among subordinate staff.	
ATTACHMEN	nation Guidance fo	What This Includes	Leadership Support Reward & Recognition Teamwork Individual Performance	Ethics	*:
	General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)	Evaluation Element	Result 4: Links individual performance requirements to key organizational goals. Incorporates organizational performance results into decisions about individual performance ratings and recognition. Makes meaningful distinctions between fevels of performance in ratings. Recognizes subordinate performance and teamwork.	Result 5: Promotes and adheres to the highest ethical standards of public scrvice.	
	34	NA			
		0	Confidential	Agency Docum	nent

Confidential Agency Document DLB-000034

N/R = Not Rated

ATTACHMENT 1: WORKSHEET TAB 6

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)

Managerial Competency Element: Resource Management

Z											
Meet	Manages agency resources through the utilization and administration of appropriate budget processes and requirements. Makes decisions based on the agency's financial priorities and expenditures.	• Applies merit principles to develop, select, and manage a diverse workforce.	Appropriately utilizes and upgrades technologies to meet agency goals.								
Exceed	Displays an exceptional level of awareness and concern for agency expenditures and financial priorities. Through teamwork and institutional knowledge, leverages agency resources to achieve maximum results. Engages in the identification of cost saving strategies and efficiencies.	Manages this with an acute understanding of available hiring flexibilities and utilizes them in order to attract and select qualified applicants. Sets and meets hiring goals to maintain strength and reduce lapsed FTE.	 Identifies and creatively utilizes current and new technologies to maximize the agency's ability to achieve its priorities. Encourages the use of technology to share information and engage stakeholders. 	m							
ន	4										
What This Includes	Financial Management	Hiring/Diversity	Technology & Modernization								
Evaluation Element	Result 1: Understands the organization's financial processes. • Prepares, justifiles, and administers the program budget. • Oversees procurement and contracting to achieve desired results. • Monitors expenditures and uses cost benefit thinking to set priorities. • Develops and implements strategies to reduce erroneous and late payments, prevent Anti-deficiency Act violations, and ensure adequate management controls.	Result 2: Actively refruits to attract and select qualified applicants with the competencies needed by embracing the use of available hiring flexibilities, developing robust recruitment strategles, and maximizing the use of technology. Applies merit principles to develop, select, and manage a diverse workforce.	Result 3: Understands the impact of technological developments on the organization. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.	N/R = Not Rated							
NA			0								
_	Confidential Agency Document										

DLB-000035

TAB 6

ATTACHMENT 1: WORKSHEET

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)	দ			745			<u>-</u>	- []		,		[
	E						Z	<u> </u>					{							
	Meet	Makes the Fair Labor Standards Act (FLSA) and On well as a realish to	cmployees and management and conveys expectations for	compliance.		Coalition Building and Communication	Meet	• Manages an open,	communicative environment that serves	the agency's mission.			Serves as an effective	representative of his/her						
	Exceed	In addition, develops and implements strategies that	with FLSA, supplemented by an awareness of staff hours worked to corroborate the	effectiveness of these controls.			Exceed	Sets an example of accessibility	and transparency. • Fosters and reinforces a	collaborative and engaged	environment that inspires and	spirit, pride and trust.	 Serves as an effective, reliable, 	and persuasive representative	of Labor on Virtually all matters	internal and external to the	agency.			
ion Guidance for	What This Includes	Fair Labor Standards Act					uilding and Commu	What This Includes	Соттипісаtion &	Morale				internal & External	Relations					
Control Control Day	General Scircular Evaluation		applying Fair Labor S andards Act (FLSA) and DOL policy regarding overtime, maintaining an awareness of staff hours worked and	organizational goals accomplished, and ensuring staff are knowledgeable of how FLSA designation impacts overtime eligibility and	authorization.		Evaluation Element	Result 1: Promotes an open, communicative	environment that Inspires and encourages	Facilitates cooperation and motivates	individual staff members/teams to	Manages and resolves conflicts in a	Result 2: Effectively represents the	Department and the organization internally	and/or externally.	internal and external stakeholders in	working on common tasks or group	projects; shares work and decision-	T 9	
	G/N				9	Manag	NR													
		*	Confidential Agency Document											ŧ				à		

N/R = Not Rated

Confidential Agency Document DLB-000036

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix) TAB 6 ATTACHMENT 1: WORKSHEET

				F		er de lambilde een ee meinte
	Z			K		AND - Manyority and County Miles and County Miles
	Meet	 An effective problem solver. Recognizes innovation. 	¥	Meet	account while ensuring fair and nondiscriptinatory retruitment, hiring, promotion and recognition.	Self-self-ran a herotobookide
Excool	Exceed	 Clearly demonstrates initiative and ability to explore and create alternative solutions to problems. Encourages, promotes, and supports innovative strategies among subordinates. 	and Diversity Most	Exceed	Promotes and manages an inclusive workforce by championing diversity as a value in all aspects of the agency. Practices effective recruitment efforts to increase the pool of quality candidates from underrepresented groups. Promotes diversity at all grade levels.	
olving and Initiative	What This Includes	Innovation & Risk	ployment Opportunity and Diversity	What This Includes	Diversity	the state of the s
Managerial Competency Element: Problem Solving and Initiative	Evaluation Element	Result 1: Stresses inriovation, creativity, and risk-taking. • Analyzes problems and develops alternative solutions, emphasizing new approaches. • Takes calculated risks to move programs forward.	Managerial Competency Blement: Equal Em	Evaluation Element	Result 1: Promotes and maintains a diverse and inclusive workforce. • Actively recruits and hires from diverse applicant pools. • Fosters collaboration with individuals from diverse backgrounds, perspectives, and experience. • Ensures that opportunities for growth exist equitably for all employees. • Provides fair and equitable recognition of accomplishments for all employees.	
erial Competency	Evaluat	Result 1: Stresses inr risk-taking. • Analyzes probler alternative sofut approaches. • Takes calculated forward.	 erial Competency	Evaluat	Result 1: Promotes and and Inclusive workforce. Actively recruitsance applicant pools. Fosters collaboration from diverse backgrand experience. Ensures that opport exist equitably for a provides fair and ecacomplishments for accomplishments for accomplishments for a provides fair and ecacomplishments	
Manag	N/R		Manag	Q/N		
	VERTER OF	Confidentia D	al Age	nc oc	y Document	

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix Manages the workforce to diversity, recruitment, and account EEO principles, meet the needs of the agency by taking into succession planning, training. diverse and talented individuals clear and actionable feedback is an active mentor and gives ATTACHMENT 1: WORKSHEET promotion and retention of to build leadership capacity recruitment, development participates in succession Actively encourages and throughout the agency. Upholds EEO principles. dentification and/or Displays the highest commitment to the to subordinates. planning. TAB 6 What This Includes Talent Management Diversity principles are adhered to throughout the prohibited discrimination, harassment, Ensures continuing application of, and budget considerations, and staffing needs. Employment Opportunity (EEO) laws, workforce based on organizational goals, compliance with applicable Equal Promptly addresses allegations of and retaliation. Ensures that EEO Result 2: Builds, trains, and manages Evaluation Element regulations, and policies. organization. NR

9

N/R = Not Rated

Confidential Agency Document DLB-000038

Performance Management Plan for Managers and Supervisors



1. Employee Name (last, fill Winston, Donald E.	rst, middle)	2. Organization	and the second s
3. Title, Series, Grade	•	Labor, MSHA, District 4	
TECH SUPERVISOR	ROOFI	4. Apprelsal Perio	
	Code 2 - Supervisor or Manager	[]]29[20	106/10/19/2011
	B. Performance Elements	The state of the s	144.
The state of the s	D. Performance Elements	and Standards Certification	
 I certify that this performs contains accurate perform elements and standards ti 	All critical results elements link to the Hold the employee accountable for	messurable and/or observable results.	
	/ / I A TLINK to the amniouse's angiting des	cription and reflect the duties and responsibilities ass	igned to the employee.
2. Rating Official Signature	Mack Strie 512011	λ ⁿ ζ ,	Date (mm/dd/yyy)
3. Rating Official Name (las. Kline, Richard J.	t, first, middle)	11/	LINDAL COILO
4. Reting Official Title ADM - TP			
5. Prototype elements and/o	or standards 🖾 Yes 🗌 No		
The second secon	C. Position Desc	ription Cartification	At the management or with the same of the
1. Position description is con	rect? Yes No (If No, explain below.)	2. Rating Hiticial Signafula DSM	Date (mm/dd/yyyy)
	•	Thekard Here 512	
		3. Rating Official Name (last, first, middle)	31411111041 2010
		Kline, Richhard J.	
		4. Rating Official Title	
	1 1	ADM TD	
4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	D-Establishment of the Pe	formance Muningement Plan	
ta. I discussed this plan with	employee 1b. Employee written comments are	2. Employee Signature	Date (mm/dd/yyyy)
Yes No.	attached. Yes No	Donald Form with	11/04/10
3. Reting Official Signafure	Date (mm/bd/yyyy)	6. Regiewing Official Stonature	Date (mm/dd/yyyy)
TUROUS	1104/200 1104/200	Will FITTER	Date (min/out/yyy)
4. Rating Official Name (last,	first, middle)	7. Reviewing Official Name (last, first, middle)	- 4/29/2010
Kline, Richard J.		Hardman, Robert G.	/
5. Rating Official Title	mile-	8. Reviewing Official Title	
ADM - TP		DM	
	E. Mid-Term Progress	Review Certification	Agree to the same
The mid-term progress rev has been conducted.	iew C. C	3. Rating Official Signature	All years and a second
has been conducted.	Yes No (If No, explain below.)	Days O _ MY & Great	Date (mm/dd/yyyy)
		4. Raling Official Name (lest, first, middle)	4 2 1 11
			c 11
2. Employee Signature	/- Date (mm/gd/yyyy)	Mandeville David 3	Scott
Monald & Win	Story 4/21/11	ADM Tech	
	F Parformance An	The state of the s	Martin and the second of the contract of the c
1. Indicate performance appra		Asserted and asserted the second seco	Separate Since
Exemplary		2	a. I discussed this appraisal
Highly Effective	Exceed standards for all elements		with employee.
Effective	Exceed standards for 50% or more elements by	ut not all; meet standards for all other elements	Yes No
Minimally Satisfactory	Meet standards for all elements and may exceed	rd standards for less than 50% of elements 2	b. Employee written
Unsalisfactory	Need to improve performance for one or more	clemanis	comments are attached.
	Fall to meet standards on one or more element		Yes P No
Ti albane six bhioragi	Interim Rating Record	7. Employee Signature	Date (mm/cd/yyy)
4. Rating Official Signature		donal Ell indio	10/17/2011
4. Rading Official Superior	Oate (mm/dd/yyy)	8. Reviewing Official Signature	Date (mm/dd/yyyy)
& Dillon Cillolal Name Cont	10/17/2011	Chil Chapt	10-19-11
5. Rating Official Name (lest,	rust, middle)	9. Reviewing Official Name (last, first, middle)	
Mackowi	ak, Joseph, C.	CARPENSER, Chandes E	
6. Rating Official Title	0.1.1.00	10 Reviewing Official Title	
+155istant	ak, Joseph, C. District Manager - TP	DISTRICT MARRIAGE	
	J		

Page of

Form CL 1-362 Revised September 2016 Previous editions are real equiple.

7. TP 3.4% (4.7%) (2.7%) (4.7%) (4.7%)	G. Performance Summary
--	------------------------

1. For each element, select the appropriate rating. Element ratings: E = Exceed; M = Meet; NI = Need to Improve; F = Fail

Manager Company Clamps In	Ele	men	t Rai	ing
Managerial Competency Elements	E	M	NI	F
Leadership	X			
Resource Management		X		
Coalition Building and Communication	X			
Problem Solving and Initiative	X			
Equal Employment Opportunity and Diversity		X		

Results Elements	Ele	men	t Rai	Ing
Results Elements	ε	М	NI	F
Result 1	X			
Result 2	X			
Result 3	X			
Result 4	X			
Result 5				
Result 6				
Result 7				
Result 8		L		

H. Other Significant Accomplishments

1. Please describe other significant accomplishments in the space below.

Manage Manage Manage	erial Competency Elements	Funnad F	A Mont	□ Need to	Improve []	Fall

Performance Standard

1. Leadership

- Develops and maintains long and short-term strategic planning to facilitate the achievement of the Agency's mission and to improve performance consistent with key organizational policies and priorities and economic, political, and social trends affecting the organization.
- · Anticipates and meets the needs of clients/customers to provide better service. Sets standards for customer needs and satisfaction, and meets them. Uses effective business practices including balanced measures to consider customer, stakeholder, and employee perspectives.
- · Displays an attitude that accepts mistakes as part of the developmental process, as the organization works to achieve results that promote innovation, efficiency, and greater effectiveness.
- · Links individual performance requirements to key organizational goals, incorporates organizational performance results into decisions about individual performance ratings and recognition. Makes meaningful distinctions between levels of performance in ratings. Recognizes subordinate performance and teamwork.
- Promotes and adheres to the highest ethical standards of public service.

During the appraisal period, Mr. Winston supervised the review of nearly 400 roof control and other plans. He recommended approval or denial of these plans by providing expert guidance to roof control specialists. When dealing with mine operators and their submittals, he explains what is expected relative to safety precautions and ensures that plans are tailored to the individual needs of the mine. This approach increases the effectiveness of the plans and helps ensure safety for mining personnel. He consistently displays a positive, bard working attitude which increases the overall effectiveness of the work group. He plans ahead to prevent mining hazards and to ensure that work is accomplished in a timely manner. When a mistake in work is realized, he immediately employs a positive response and improves the situation immediately. He is very detail oriented and supervisory reviews of his work products indicate a very high level of proficiency.

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 41 of 129 PageID #: 3360

2. Resource Management		☐ Exceed 🔀	Meet Need to Imp	rove Fall
Performance Standard		11	_	_
achieve desired results. Monito	financial processes. Prepares, justifies, and expenditures and uses cost-benefit this li-deficiency Act violations, and ensure ad	inking to set priorities. Develops		
 Actively recruits to attract and s robust recruitment strategies, a 	elect qualified applicants with the compa and maximizing the use of technology. Ap	lencies needed by embrecing the piles merit principles to develop,	select, and manage a div	erse workforce.
and security of technology systems. • Prevents staff from working una	inological developments on the organizations. ema. authorized overtime hours by consistently aff hours worked and organizational goal	applying Fair Labor Standards	Act (FLSA) and DOL police	v recarding overtime
designation impacts overtime e	ligibility and authorization.	a occompanied, and ansuming a	an are knowscujedolo on	IVA FLOR
Narrative	4	м п		
		*		
*				
	(4)			
*				
3. Coalition Building and Communica	Hom.	⊠ Exceed □	Meet Need to Imp	rove Fall
Performance Standard				Bagand
motivates individual staff memb	live environment that inspires and encour ers/teams to accomplish organizational g and risk-taking. Analyzes problems and d d.	pais. Manages and resolves co	nflicts in a positive and co	nstructive manner.
*				
Namative During the past year, Mr. Winston	has displayed an exceptional level of	of concern for the use of his t	ime to help regular ins	pectors. He
remedial actions. Other departmen	f control/ground control knowledge to the new control of the contr	and he is highly regarded in	his field. He challenge	s mine operators
	stability problems in order to achiev fective and professional manner. Th			
legal cases which were all settled i	in a positive manner in MSHA's fave He has worked very hard this past	or. Feedback from governm	ental attorneys has been	
4				
,				
				Form DL 1-382 Revised September 2010

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 42 of 129 PageID #: 3361

Problem Solving and initiative		⊠ Exceed	Need to improve	
Performance Standard • Effectively represents the Department of Stakeholders in working on Co	pariment and the organization internally and periment and the organization internally and projects; shares work	for externally. Actively engages the control of the	opperation of internal an	d external
thering skills to fully understa nowledge is utilized daily to st the largest underground l	neer with exceptional problem solving and situations before developing well to blve problems and develop innovative ongwall mines in the district, Mingo I to ensure that tailgate support was adefrom outside the district in order to ach	thought out and calculated solution solutions. During the appraisal place of coal Company's Mountaine quate. When a failure occurred at	ns. His extensive experiod, he worked extended extended the worked extended the worked extended the mine, and helpe to the mine, he effective	nsively with
roof fall clean-up plan was de ficiencies and convinced the oactive manner in order to ac	eveloped by the Mountaineer II mine a operator to improve the plan without had hieve positive results.	and submitted to MSHA for review resitation. He is an effective nego	v. Mr. Winston identi tiator and solves prob	fied several plems in a
				¥
,	and Diversity	☐ Exceed ⊠ Me	at Need to Improv	e Fall
Performance Standard Promotes and maintains a dindividuals from diverse bac fair and equitable recognitio Builds, trains, and manages and compliance with, applic discrimination, harassment,	and Diversity iverse and inclusive workforce. Actively reckgrounds, perspectives, and experience. En of eccomplishments for all employees, workforce based on organizational goals, bable Equal Employment Opportunity (EEO) and retaliation. Ensures that EEO principle	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with
Performance Standard Promotes and maintains a dindividuals from diverse bec fair and equitable recognitio Builds, trains, and manages and compliance with, applic discrimination, harassment,	iverse and inclusive workforce. Actively rec kgrounds, perspectives, and experience. E n of accomplishments for all employees.	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with
Performance Standard Promotes and maintains a dindividuals from diverse bec fair and equitable recognitio Builds, trains, and manages and compliance with, applic discrimination, harassment,	iverse and inclusive workforce. Actively rec kgrounds, perspectives, and experience. E n of accomplishments for all employees.	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with
Performance Standard Promotes and maintains a dindividuals from diverse bac fair and equitable recognitio Builds, trains, and manages and compliance with, applic discrimination, harassment,	iverse and inclusive workforce. Actively rec kgrounds, perspectives, and experience. E n of accomplishments for all employees.	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with
Performance Standard • Promotes and maintains a dindividuals from diverse bac fair and equitable recognitio • Builds, trains, and manages and compliance with, applic discrimination, harassment,	iverse and inclusive workforce. Actively rec kgrounds, perspectives, and experience. E n of accomplishments for all employees.	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with layees. Provide
Performance Standard Promotes and maintains a dindividuals from diverse bec fair and equitable recognitio Builds, trains, and manages and compliance with, applic discrimination, harassment,	iverse and inclusive workforce. Actively rec kgrounds, perspectives, and experience. E n of accomplishments for all employees.	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with layees. Provide
Performance Standard Promotes and maintains a dindividuals from diverse bac fair and equitable recognitio Builds, trains, and manages and compliance with, applic discrimination, harassment,	iverse and inclusive workforce. Actively rec kgrounds, perspectives, and experience. E n of accomplishments for all employees.	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with layees. Provide
Performance Standard • Promotes and maintains a dindividuals from diverse bac fair and equitable recognitio • Builds, trains, and manages and compliance with, applic discrimination, harassment,	iverse and inclusive workforce. Actively rec kgrounds, perspectives, and experience. E n of accomplishments for all employees.	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with
 Promotes and maintains a d individuals from diverse bac fair and equitable recognition 	iverse and inclusive workforce. Actively rec kgrounds, perspectives, and experience. E n of accomplishments for all employees.	ruits and hires from diverse applicant insures that opportunities for growth e	pools. Foster collaborat	ion with

	0	 	ements	- 42 4	

Provides as many critical results specific elements as are necessary to reflect the manager's/supervisor's specific responsibilities in the implementation of their agency's operating plan. All elements and standards must be linked to the operating plan and should describe the specific major results to be achieved during the period of performance covered by the performance plan. Each performance standard must be written at the Meat level and include measures of performance such as quality, quantity, timeliness, and cost effectiveness. Standards should be clear and not include detailed milestones for descriptions of the process and methods used to achieve the results.

The rating official must appraise the managers'/supervisors' performance relative to the critical results-elements performed. In assigning a rating to each critical results element, please rate the manager/supervisor at one of the following four levels and include a written narrative as appropriate:

- Exceeds described level of performance (narrative required)
- Meets described level of performance (narrative not required)
 Need to Improve in order to meet the level of performance (narrative required)

· Fails to meet described level of performance (nerrative required)

Fifty percent (50%) of the summary rating indicated in Section F1 is based on the manager's/supervisor's performance relative to the critical results elements identified in this section. The remaining 50% is attributed to the manager's/supervisor's demonstrated performance of the managerial competencies identified In Section I

Result #1

■ Need to Improve In support of the Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 - Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and Outcome Goal 10 - Voice in the Workplace:

Demonstrates efforts toward the reduction of the mining fatality Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Demonstrates efforts toward the reduction of the ALL Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Monitor mine safety and health program area to ensure that citations/orders are timely terminated, Hazard Condition Complaints are timely processed, and mine plan approvals are evaluated in a timely manner.

Performance Standard

Performance is satisfactory when:

A 5% reduction in FY10 from the average number of fatalities for FY2005 - FY2009.

Performance will be measured by the degree to which within their respective District, mine plan approvals are evaluated in a timely manner, the stams of citations issued is monitored for timeliness of abatement, the District is able to terminate citations within the period established by policy for abatement, and Hazard Condition Complaints are timely processed. Progress will be measured by using a variety of reports.

District 4 and 12's mine plans are approved in a timely manner despite the high number of accident investigations conducted by the department. The roof control department lead the specialists groups with the highest amount of on-site time out of all the technical groups. Additionally, through the involvement of the supervisor, Mr. Winston has reduced the number of overdue citations. Key indicator reports indicate that the department is effectively operated. During accompanied activities Mr. Winston's attention to detail and willingness to issue violations outside of his roof control duties has helped District 4 achieve a reduction in the fatal injury incident rate.

Approximately 400 mine plans were reviewed this past year, and employees of the roof control department worked on nearly 150 different inspection events. This is an exceptional achievement for a moderately sized group of individuals.

> Porm OL 1-382 Revised Sentember 2010

			4					
vertime, particul	arly in high-ris	k industries and	I goal 10 - Voice i	rough Outcome Go in the Workplace:		ng safe and health	y workplaces,	
ther reports to d	rect resources t	o monitor and i	improve enforcem acceptable norm	uries in the Distric tent performance a s and averages for phy and work load	nd quality. Make the Coal Dist	ionitors MSHA C	oai Key indica distinct perform	nance
							_	
						7.0		
Performance Stand Performance is so	itisfactory wher	nce of the MS	HA Key Indicator	s and other reports	in the daily n	nanagerial decisio	on-making proc	ecss,
Performance is some constraints and their occurrence the incumbent means the constraints and the constraints.	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	s and other reports monthly reporting actices with relevan pections is 100%. incumbent's mana I mines district-wi	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District
Performance is some constraints and their occurrence the incumbent means the constraints and the constraints.	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	monthly reporting actices with releval pections is 100%. incumbent's mana	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District, incumbe
erformance is so The incumbent d emonstrates an heir occurrence the incumbent m	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	monthly reporting actices with releval pections is 100%. incumbent's mana	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District
erformance is some control of the incumbent demonstrates and the incumbent mean demonstrate.	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	monthly reporting actices with releval pections is 100%. incumbent's mana	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District
erformance is some control of the incumbent demonstrates and the incumbent mean demonstrate.	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	monthly reporting actices with releval pections is 100%. incumbent's mana	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District
erformance is si he incumbent d emonstrates an heir occurrence he incumbent m	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	monthly reporting actices with releval pections is 100%. incumbent's mana	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District
erformance is some control of the incumbent demonstrates and the incumbent mean demonstrate.	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	monthly reporting actices with releval pections is 100%. incumbent's mana	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District
erformance is some control of the incumbent demonstrates and the incumbent mean demonstrate.	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	monthly reporting actices with releval pections is 100%. incumbent's mana	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District
Performance is some constraints and their occurrence the incumbent means the constraints and the constraints.	tisfactory when emonstrates the understanding c and remedy who ust ensure that t	use of the MSI of the root cause ere applicable a he completion	es for variances in and shares best pro- rate of all E01 ins the control of the	monthly reporting actices with releval pections is 100%. incumbent's mana	s, assigns resp nt MSHA em Exception to agement abilit	ployees. Within the this only may be	variances, acco heir respective granted if the i	District

His involvement on a day-to-day basis and his dedication has improved MSHA's overall performance and assisted with the attainment of the 100% mine inspection completion rate. He provides expert guidance to his staff and always appears to follow-up on his guidance to assure proper actions have been taken.

His work and dedication has assisted MSHA in the 100% completion of all required inspections during the appraisal period. He urges all specialist work on regular inspections as much as feasible and substantiates his wishes with supervisory reviews which further support this requirement

lesult #3		×	Exceed Meet N	eed to Improve Fall
n support of the Secretary's Vision of vertime, particularly in high-risk indu		e through Outcome Go		
ake appropriate action to ensure the Date allowable limits.	District achieves a 2% r	eduction from the previ	ous year for dust and noise	sample results exceeding
ake appropriate actions to ensure that ake progressive and proactive actions asis.	roof control plans/prog to ensure that roof con	grams are in compliance nirol plans/programs ade	with regulations and agen quately address mining co	cy policy. nditions on a mine specifi
erformance Standard erformance is satisfactory when:				
fine plan addendums are acted upon i	n a timely manner in a	ccordance with the Dist	ict's SOPs. Incumbent su	pports the District's effort
n reducing dust and noise exposures, r	eviews the quality of n	oof control plans during	o mourn leviews with Roo	intonal attenuon to target i
nost egregious and persistent violators	eviews the quality of roof control standar	oof control plans during rds, and ensures that the	roof bolting process is not	contributing to an increas
nost egregious and persistent violators	eviews the quality of roof control standar	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increas
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increas
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increas
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increas
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
nost egregious and persistent violators	eviews the quality of roof control standa	oof control plans during rds, and ensures that the	roof bolting process is not	t contributing to an increase
arrative fine plan addendums were acted upor rocedures. Mr. Winston traveled to n	of roof control standar	accordance with the Distout the district and prop	roof bolting process is not strict's SOPs, and with esturerly supports the District's	t contributing to an increa
n reducing dust and noise exposures, repost egregious and persistent violators in respirable dust or excessive noise. Harrative Mine plan addendums were acted upor procedures. Mr. Winston traveled to not noise exposures. He is known for citin paring the appraisal period, he prompt	of roof control standar	accordance with the Distout the district and propthan just working within	roof bolting process is not strict's SOPs, and with estimately supports the District's his realm of expertise.	ablished MSHA policies as

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 45 of 129 PageID #: 3364

Ferm Ct. 1-313 Revised September 2010 revious makions are not utable.

				☐ Fall
Ise all available tools in an effo	rt to reduce and/or eliminat	e the inconsistent enforc	ement of MSHA regulations, the Mine Act	and the
INER Act. se all available tools in an effor	rt to reduce and/or eliminate	e the deficiencies identif	ied in Accountability, District and Peer revi	ews.
finer Act. se all available tools in an effor combent will review findings n	rt to reduce and/or eliminate	e the deficiencies identif	ied in Accountability, District and Peer revi	ews.
IINER Act.	rt to reduce and/or eliminate	e the deficiencies identif	ied in Accountability, District and Peer revi	ews.
INER Act. se all available tools in an effort cumbent will review findings of the commence Standard erformance is met when:	rt to reduce and/or eliminate noted in such reviews and ti	e the deficiencies identif mely implement correct	ied in Accountability, District and Peer revi	ews.
INER Act. Ise all available tools in an effort icumbent will review findings of enformance Standard enformance is met when: I) MSHA handbook, policy and I) Required Mine visits are com-	nt to reduce and/or eliminate noted in such reviews and ti	e the deficiencies identification implement corrections in the correction of the cor	ied in Accountability, District and Peer revi	ews.
INER Act. Is all available tools in an effort accumbent will review findings of the commance Standard erformance is met when: I) MSHA handbook, policy and the commandation will be compared to the commandation of the commanda	et to reduce and/or eliminate noted in such reviews and ti	e the deficiencies identification implement corrections with the second correction with the second cor	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary;	ews.
INER Act. se all available tools in an effort accumbent will review findings of the formance Standard enformance is met when: (1) MSHA handbook, policy and (2) Required Mine visits are come (3) Demonstrated efforts have been (3) Field Activity and Second Legion There are clear demonstrated	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately of efforts made to help assure	e the deficiencies identification implement corrections were the second and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed;	ews.
INER Act. se all available tools in an effort accumbent will review findings of the formance Standard are formance is met when: (1) MSHA handbook, policy and (2) Required Mine visits are come (3) Demonstrated efforts have be (3) Field Activity and Second Let (3) There are clear demonstrated (3) Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. se all available tools in an effor scumbent will review findings of enormance Standard enformance is met when:) MSHA handbook, policy and enormance Mine visits are come in Demonstrated efforts have be in Field Activity and Second Le in There are clear demonstrated in Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews,
INER Act. se all available tools in an effor cumbent will review findings of enormance Standard enformance is met when:) MSHA handbook, policy and c) Required Mine visits are com d) Demonstrated efforts have be d) Field Activity and Second Le d) There are clear demonstrated d) Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. se all available tools in an effor scumbent will review findings of enormance Standard enformance is met when:) MSHA handbook, policy and enormance Mine visits are come in Demonstrated efforts have be in Field Activity and Second Le in There are clear demonstrated in Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. se all available tools in an effort accumbent will review findings of the formance Standard are formance is met when: (1) MSHA handbook, policy and (2) Required Mine visits are come (3) Demonstrated efforts have be (3) Field Activity and Second Let (3) There are clear demonstrated (3) Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. se all available tools in an effort accumbent will review findings of the formance Standard are formance is met when: (1) MSHA handbook, policy and (2) Required Mine visits are come (3) Demonstrated efforts have be (3) Field Activity and Second Let (3) There are clear demonstrated (3) Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. se all available tools in an effort accumbent will review findings of the formance Standard are formance is met when: (1) MSHA handbook, policy and (2) Required Mine visits are come (3) Demonstrated efforts have be (3) Field Activity and Second Let (3) There are clear demonstrated (3) Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. se all available tools in an effort accumbent will review findings of the formance Standard are formance is met when: (1) MSHA handbook, policy and (2) Required Mine visits are come (3) Demonstrated efforts have be (3) Field Activity and Second Let (3) There are clear demonstrated (3) Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. Ise all available tools in an effort and incumbent will review findings of the commence Standard erformance is met when: I) MSHA handbook, policy and 2) Required Mine visits are common to be first and second Leforts have be as Field Activity and Second Lefort Hazard Condition Complaint	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. Ise all available tools in an effort icumbent will review findings of enformance Standard enformance is met when: I) MSHA handbook, policy and I) Required Mine visits are com-	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.
INER Act. Ise all available tools in an effort and efforts have been effort and effort	t to reduce and/or eliminate noted in such reviews and to procedures have been folloupleted; een made to reduce or eliminate reviews are accurately efforts made to help assures are timely processed; and	e the deficiencies identification implement corrections wed; nate repeat audit finding completed and all deficiences consistency in citations	ied in Accountability, District and Peer revi ive actions. s and personnel are trained as necessary; encies are addressed; forders issued;	ews.

Narrative
Mr Winston is very knowledgeable and consistently applies MSHA handbook requirements, policies and procedures each and every day.

During the appraisal period he greatly exceeded the required number of mine visits. Feedback received from a high ranking NIOSH official during the past year indicated that the District 4/12 roof control department was likely the very best in MSHA. This compliment is a direct result of the activities, leadership, and guidance of the supervisor. All field activity reviews and accompanied activities were accurately completed and all deficiencies were addressed. Rather than do a redundant review, the supervisor looked for actual weaknesses and provided guidance for subordinates to help instill a culture of continuous improvement. Citations and orders issued and his involvement in accident investigations were consistent with the highest level of professionalism.

Mine plan approvals were properly evaluated and recommendations for approval or denial appeared correct consistently throughout the appraisal period.

Form Dt. 1-382 Revised September 2010 Previses additions are not estable.

			4	
4				
		•		
Result #5		Exceed Meet	Need to Improve	☐ Fail
Performance Standard				
			9	,
	4	b =		
		0		
			7	
		- 4		
				1
Namative				
		•		

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 47 of 129 PageID #: 3366

Form DL 1-381 Revised September 2310

Page 9 of 13

March Contraction of the Contrac	TAB 6	ATTACHMENT 1: WORKSHEET	General Schedule Evaluation (fuidance for Managerial Competency Elements (Matrix)
			Conoral

	E			
	Z			
•	Meet	 Can effectively communicate and manage the implementation of results-oriented strategic plans to achieve the Agency's goals. Demonstrates an understanding of the Agency's performance indicators. 	• Consistently anticipates and meets customers' needs and satisfics standards for effective customer service.	Accepts employees' reasonable mistakes as part of the development process.
Excelle	Exceed	Demonstrates extensive awareness and understanding of the Department's mission and strategic vision. Actively works to develop and/or implement forward-looking strategic plans that maximize the Agency's ability to achieve its objectives. Employs innovative uses of Agency resources and technologies to meet performance indicators under its strategic plan.	Provides the highest quality service to Agency customers, stakeholders, and employees by anticipating, addressing, and proactively managing current and future needs.	Engenders a culture that encourages employees to take calculated risks to improve performance.
54		• , • _ •	•	•
ship	What This Includes	Strategic Planning Support for Leadership Organizational Performance	Customer Service	Innovation & Risk
Managerial Competency Element: Leadership	Kyshiation Plement	Result 1: Develops and maintains long and short-term strategic planning to facilitate the achievement of the Agency's mission and to improve performance consistent with key organizational policies and priorities and economic, political, and social trends affecting the organization.	Result 2: Anticipates and meets the needs of clients/customers to provide better service. Sets standards for customer needs and satisfaction, and meets them. Uses effective business practices including balanced measures to consider customer, stakeholder, and employee perspectives.	Result 3: Displays an attitude that accepts mistakes as part of the developmental process, as the organization works to achieve results that promote innovation, efficiency, and greater effectiveness.
Manag	O. M.			

Confidential Agency Document DLB-000048

N/R = Not Rated

TAB 6

5	Ŀ																
rix)	Z										i i	[J				
ency Elements (Mat	Meet	Provides opportunities for individual and team	development.	 Appropriately uses available performance, 	reward and recognition	systems.		,				 Adheres personally to the 	highest ethical standards	or public Service and encourages ethical	behavior among	subordinate staff.	·
Managerial Compet	Exceed	Shares recognition and routinely rewards colleagues'	accomplishments.	Repeatedly demonstrates an ability to link individual with	Departmental and agency	performance requirements.	Effectively uses agency and	interagency (eams to achieve	agency outcomes.			Acts as a model of integrity	personally and establishes an	organizational culture that sets expectations of the highest	ethical standards of public	service among subordinate	staff.
for	_	•		4	()		•					-					
nation Guidance	What This Includes	Leadership Support Reward & Recognition	Teamwork	Individual Performance								Ethics		•			
General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)	Evaluation Element	Result 4: Links individual performance requirements to key organizational goals.	 Incorporates organizational 	performance results into decisions about individual performance	ratings and recognition.	 Makes meaningful distinctions 	between levels of performance in	ratings. Recognizes subordinate	performance and teamwork.	00000 An Andria	n Affaith e connaige ar dans	Result 5: Promotes and adheres to the	highest ethical standards of public	service.			
0						_							_				
9	NA	-															1

N/R = Not Rated

TAB 6 ATTACHMENT 1: WORKSHEET

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)

	in				
	K				
eths	Meet	Manages agency resources through the utilization and administration of appropriate budget processes and requirements. Makes decisions based on the agency's financial priorities and expenditures.	Applies merit principles to develop, select, and manage a diverse workforce.	• Appropriately utilizes and upgrades technologies to meet agency goals.	
	Exceed	Displays an exceptional level of awareness and concern for agency expenditures and financial priorities. Through teamwork and institutional knowledge, leverages agency resources to achieve maximum results. Engages in the identification of cost saving strategies and efficiencies.	 Manages this with an acute understanding of available hiring flexibilities and utilizes them in order to attract and select qualified applicants. Sets and meets hiring goals to maintain strength and reduce lapsed FTE. 	 Identifies and creatively utilizes current and new technologies to maximize the agency's ability to achieve its priorities. Encourages the use of technology to share information and engage stakeholders. 	m
	What This Includes	Financial Management	Hiring/Diversity	Technology & Modernization	
lyanagerini Competency Elements Account to i	Evaluation Element	Result 1: Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses costbenefit thinking to set priorities. Develops and implements strategies to reduce erroneous and late payments, prevent Anti-de liciency Act violations, and ensure adequate management controls.	Result 2: Actively recruits to attract and select qualified applicants with the competencies needed by embracing the use of available hiring flexibilities, developing robust recruitment strategies, and maximizing the use of technology. Applies merit principles to develop, select, and manage a diverse workforce.	Result 3: Understands the impact of technological developments on the organization. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.	N/R = Not Rated
IVINIA	N/N				
		Confidential Agency I	Document		

TAB 6
ATTACHMENT 1: WORKSHEE

Έ													l																	
Z				00-00-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-										Z									[
Trainadan Riamant What This Includes Fixeed Meet N		 Makes the Fair Labor Standards Act (FLSA) and 	DOL policy available to	employees and	management and conveys	expectations for	compliance.		•					Meet	Manages an open,	communicative	environment that serves	the agency's mission.	· P	<			 Serves as an effective 	representative of his/her	immediate agency/office.					
Exceed		In addition, develops and implements strategies that	reliably document compliance	with FLSA, supplemented by an	awareness of staff hours	worked to corroborate the	effectiveness of these controls.	ī					CXCLCOL	Exceed	 Sets an example of accessibility 	and transparency.	 Fosters and reinforces a 	collaborative and engaged	environment that inspires and	encourages service, motivation,	spirit, pride and trust.	2	 Serves as an effective, reliable, 	and persuasive representative	of the agency and Department	of Labor on Virtually all matters	internal and ekternal to the	agency.		
What This Includes	THE THE THE	Fair Labor Standards Act	•							*		Building and Communication		What This Includes	Communication &	Morale							Internal & External	Relations						
Paralisation Plamant	Eviluaten Etenent	Result 4: Prevents staff from working unauthorized overtime hours by consistently	applying Fair Labor Standards Act (FLSA) and	DOL policy regarding overtime, maintaining	an awareness of staff hours worked and	organizational goals accomplished, and	ensuring staff are knowledgeable of how FLSA	designation impacts evertime eligibility and	authorization.		10 h (Canadana)	Managerial Competency Element: Coalition I		Evaluation Element	Result 1: Promotes an open, communicative	environment that inspires and encourages	service motivation, spirit, pride, and trust.	 Facilitates coopération and motivates 	individual staff members/teams to	accomplish organizational goals.	 Manages and resolves conflicts in a 	positive and constructive manner.	Result 2: Effectively represents the	Department and the organization internally	and/or externally.	Actively engages the cooperation of	internal and external stakeholders in	working on common tasks or group	projects: shares work and decision-	making with others.
G/N	YIVI											Manag		NR											}					
			44 /T BAT				(Co	nf	fic	der	ntia D	al -	A	ge Or	n)()	Cy ()!	/ [51	Oc	C	ur	ne	en	t			-			

N/R = Not Rated

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix) TAB 6 ATTACHMENT 1: WORKSHEET

		<u> </u>			12]							
ž					Ä]							
Meet	 An effective problem solver. 	Recognizes innovation.		\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	Meet	Takes diversity into	account while ensuring fair	recruitment, hiring,	promotion and	7 State 1.)			
Exceed	Clearly demonstrates initiative and ability to explore and	create alternative solutions to problems.	Encourages, promotes, and supports innovative strategies among subordinates.	y and Diversity Moches	Exceed	 Promotes and manages an 	inclusive workforce by	value in all aspects of the	agency.	Practices effective recruitment	criality candidates from	underrepresented groups.	 Promotes diversity at all grade. 	levels.
What This Includes	Innovation & Risk			oloyment Opportunity	What This Includes	Diversity		*					16	•
Evaluation Element	resses innovation, creativity, and	Analyzes problems and develops Alternative country amphasizing new	approaches. Takes calculated risks to move programs forward.	Managerial Competency Element: Equal Employment Opportunity and Diversity	Two backon Element	Result 1: Promotes and maintains a diverse	and inclusive workforce.	Actively recruits and hires from diverse	Fosters collaboration with individuals	from diverse backgrounds, perspectives,	and experience.	• Ensures that opportunities for growth	exist equitably for all employees.	accomplishments for all employees.
N/R				al Age	O VI									

N/R = Not Rated

i i					. 3	1
ad Agent			Region / Office	17 - COMPLAINT ANALYSIS OFFICE	Case Status	Open
ase Details Complaint Title: Synopsis: Received by OI: Open Date:						
Complaint		Add Attachments	On-Life CONTROLLED AND			
Title:		alleged MSHA em	PLOYEE MISCONDUCT R	LELATED TO THE UPPER BIG BRANCH MINE FILE		
Synopsis:		EMPLOYEE MIKE BOOKS FOR UPP WERE PURGED A STAMPED WITH	E DICKERSON REPOR PER BIG BRANCH MIR AND THAT THE MOR BOTH DISTRICT STAI PLANS WERE ALREAD L TO THE IG	M MSHA DEPUTY ASSISTANT SECRETARY TED BEING TOLD THAT MSHA EMPLOYEE NE AND RETRIEVED THE FIELD OFFICE MI E RECENT APPROVED PLANS THAT HAD E MPS AND FIELD OFFICE STAMPS. THE STA DY IN THE FILES PRIOR TO THE EXPLOSION REPORTED HE FORWARDED THIS INFOR	JOE MACKOWIAK HA NE FILE STAMPS. IT W IACKLOGGED IN THE V AMPED ENTRY DATES N AND THE SECRETARY	ID REMOVED THE UNIFORM MINE FILE VAS REPORTED THAT OUTDATED PLANS /ENTILATION DEPARTMENT WERE WERE ALLEGEDLY BACKDATED TO MAK Y'S INITIALS WERE FORGED.
Received by OI:		5/11/2012		Received by CAO:		5/11/2012
Open Date:		5/15/2012		Date Approved for Openin	ng:	5/15/2012
Date Due:		8/9/2012				
Closed Date:						 *** (1) (1) (1) (1) (1) (1) (1) (1) (1) (1)
Status:		OPEN				
Agency:		Office of the Ass	sistant Secretary for	Administration and Management		
Program:		Administrative N	/Janagement			
Focus:		Abuse of Author	rity			
Method:		Written Mail				
Source:		DOL Program /	Agency			
mergency:						
Investigative Case	Type:					the second residence of the second se
Priority:						
Case Agent:		The state of the second state of the state o				ARTERIOR CONTROL CONTR
nitiating Office:		17 - COMPLAIN	T ANALYSIS OFFI	CE		
Location of Offens Enter Zip Code, Cty & S euto-populate)		Zip Code	City		State	
Confidential Case NG or Deputy Approval)	(Requires	"IG Priority Cas	e	"Grand Jury Case	as of the Manager Association and Prince	
vestigative	Plan				The Control of the Co	3

U.S. Department of Labor

Mine Safety and Health Administration 1100 Wilson Boulevard Arlington, Virginia 22209-3939



JUL 2 3 2012

MEMORANDUM FOR DEBORAH GREENFIELD

Deputy Solicitor

FROM:

PATRICIA W. SILVEY
Deputy Assistant Secretary for Operations

Mine Safety and Health

SUBJECT:

Agency Actions on Upper Big Branch Mine Explosion

MSHA has carefully reviewed the Agency's Internal Review (IR) Report on the Agency's actions leading up to the Upper Big Branch mine explosion. The IR report contains information dealing with enforcement actions that MSHA could have done better, and includes facts, deficiencies and 86 recommendations. MSHA has put together an extensive plan to address each of the recommendations. The Agency has already taken a number of actions to respond to the IR recommendations, including: (1) training of all enforcement personnel in District 4 (which has now been split into two districts) and the new District 12; (2) issued directives to MSHA staff to reiterate agency policy regarding certain enforcement requirements; and (3) established a process to review all Agency enforcement policies and procedures. These, and other changes that we are implementing, should minimize the possibility that the types of deficiencies identified in the IR report will recur.

With respect to deficiencies referenced in the IR report, the Agency has identified 28 personnel (from Administrator of Coal Mine Safety and Health to coal mine inspector), to determine if some type of potential personnel action is warranted. In addition, the Agency has carefully considered the mitigating circumstances involved with each employee. Some personnel have left the agency, through retirement or resignation, and for these personnel, MSHA did not explore further action, since they no longer work for MSHA. With respect to the 28 personnel mentioned above, we intend to have a further conversation (in addition to the training already provided) to reiterate the importance of following Agency policy and procedures.

At this point, we are considering proposed personnel action to address deficiencies referenced in the IR report for five personnel; a separate document details the facts and mitigating circumstances related to these potential cases. We would like to consult with you relative the specific nature of any potential proposed action to assure that any proposed decision is appropriate and supported by the facts.

Attachments

You can now file your MSHA forms online at www.MSHA.gov. It's easy, it's fast, and it saves you money!

U.S. Department of Labor

Mine Safety and Health Administration 1100 Wilson Boulevard Arlington, Virginia 22209-3939



MUL 23 2012

MEMORANDUM FOR EDWARD C. HUGLER

Deputy Assistant Secretary for Operations

FROM:

PATRICIA W. SILVEY

Deputy Assistant Secretary for Operations

Mine Safety and Health

SUBJECT:

Agency Actions on Upper Big Branch Mine Explosion

MSHA has carefully reviewed the Agency's Internal Review (IR) Report on the Agency's actions leading up to the Upper Big Branch mine explosion. The IR report contains information dealing with enforcement actions that MSHA could have done better, and includes facts, deficiencies and 86 recommendations. MSHA has put together an extensive plan to address each of the recommendations. The Agency has already taken a number of actions to respond to the IR recommendations, including: (1) training of all enforcement personnel in District 4 (which has now been split into two districts) and the new District 12; (2) issued directives to MSHA staff to reiterate agency policy regarding certain enforcement requirements; and (3) established a process to review all Agency enforcement policies and procedures. These, and other changes that we are implementing, should minimize the possibility that the types of deficiencies identified in the IR report will recur.

With respect to deficiencies referenced in the IR report, the Agency has identified 28 personnel (from Administrator of Coal Mine Safety and Health to coal mine inspector), to determine if some type of potential personnel action is warranted. In addition, the Agency has carefully considered the mitigating circumstances involved with each employee. Some personnel have left the agency, through retirement or resignation, and for these personnel, MSHA did not explore further action, since they no longer work for MSHA. With respect to the 28 personnel mentioned above, we intend to have a further conversation (in addition to the training already provided) to reiterate the importance of following Agency policy and procedures.

At this point, we are considering proposed personnel action to address deficiencies referenced in the IR report for five personnel; a separate document details the facts and mitigating circumstances related to these potential cases. We would like to consult with you relative the specific nature of any potential proposed action to assure that any proposed decision is appropriate and supported by the facts.

Attachments

You can now file your MSHA forms online at www.MSHA.gov. It's easy, it's fast, and it saves you money!

tondord Form 50 lev, 791 i.S. Differ of Personnel Mus			NOTIF	ICAT	ION OI	F PERS	ONI	NEL AC	TION					
M Supa 206-33, Subeh 4 L Name (Last, First MOORE SR, TI	, Middle)		·			2. Soci	al Secui	rity Number	3. Date	of Birth		4. Effectiv	e Date	
IRST ACTIO						SECO	ND AI	CTION	-1					
-A. Code	5-B. Nature of A	ction				6-A. Coc			. Nature of A	ction				
702	PROMOTI	ON												
-C. Code	5-D. Legal Autho	-				6-C. Coo	le	6-0). Legal Auti	ority				
N3M	REG 335 102					6-E. Cod								
-E. Code	5-F. Legal Autho	irity				0-F" (-00	2	0-1	Legal Auth	югну				
FROM: Position 7 COAL MINE S CA122403 SLI	AFETY AND HE	ALTH INSPI	ECTOR		a ar title	SUF	ERVI	Title and N SORY CO PP0364	umber AL MINE	SAFET	FY AND	HEALT		
Pay Plat 9, Oct. Co	ide 10. Grade/Level	11. Step/Rate	12. Total Salary	13	, Pay Basis	16. Pay Pl	n 17.	Occ. Code	18. Grade/Let	rel 19	Step/Rate	20. Telet Sa	lary/Award	21. Pay Besis
	12	09			PA	GS		1822	13		05			PA
IA. Basic Pay	12B. Lucality Adj.	12C. Adj.	Basic Pay	.00	ther Pay	20A. Besic	Pay		20B. Locality	Adj.	10C. Adj.	Basic Pay	10D. Other	Pay
OFFICE OF	TY AND HEALT THE ASSISTANT E ADMINISTRAT 4 INSPECTION I	SECRET FOR FOR C	RATION			OFF OFC COA	OF T	F THE AS HE ADMI T.4 INSPE	HEALTH SISTANT NISTRATO ECTION D	SECR DR FO IVISIO	ET R C			
, Veterans Prefere						24. Tenut	-			5. Agen	ry Use	26. Veterni	s Preferen	e for RIF
2 t - None 2 - 5-Pois	3 — III-Point/Disab 1 4 — III-Point/Comp	-1117	- 10-PolarDiber - 14-PolarComputer	sble/341%		1	n-Nese 1-Perm		ouditional deficity			X YES		10
MI BASIC-2	X ADDITIONAL	~IX FAMILY	ŕ			28. Anna 9		APPLICA	BLE			9. Pay Rat	e Determin	ent
B. Retirement Plan K FERS A	ND FICA		31. Service 04/11/90	Comp. I	Inte (Leave)	32. Worl		ule L TIME					ime Hours Biweekly Pay Period	
POSITION DA	d « Service — 3 — SES Gener			Calegory C-Etempi C-Kopeter		36. Appro	pristic	n Code				37. Bargair 8888	ning Unit St	zius
1 1- Excepted Si i. Duty Station Cod		MENETER			ity - County	- State or	Oversei	ns Location)						
54-1855-019			1		BON FA									
l. Agency Data	41.	4	2.		43.		ľ	44.						
Subject to conto supervisory Selected from 6/18/07.	rminated. is outside the ba upletion of one y or managerial Merit Staffing he full perform	year probati) position be Certificate P	onary period ginning 8/19	9/07.	ssignmen(
dadami international	NT OF LABO	untilaninintalani sirinanalalah a ti		saw alaan 1860 to Aug Ser Till Hooley		SAI	NDRA	L. WEAV			oving Offic	tial	y raganjapananananyo ana antaona	unkastini kääläkkinni vule tikai
7. Agency Code	48. Personnel Off		49. Approv			HU	MAN I	KESUURC	CES OFFIC	.EK				
DL MI	33!	92	08/11	1/07										

Proceedings Process	anderd Form 50 rv. 1/91											
MODRE SR, THOMAS V REST ACTION SECOND ACTION SEC	.5. Office of Personnel Men. PM Supp. 296–13, Subch. 4	ogrment		NOTIF	ICATION O	F PERSO	NNEL	ACTION				
S-B. Nature of Action Fig. S-						2. Social S	eesrity Nu	mber 3. Date of f	lirth	4. Effective D	ate	
Till	FIRST ACTION	N				SECOND	ACTIO	N				
-C. Code F-D. Legal Authority 6-C. Code 6-D. Legal Authority						6-A. Code		6-B. Nature of Action	on)			
FROM: Position Title and Number SUPERVISORY COAL MINE SAFETY AND HEALT ORDINGS PROSE SUPERVISORY COAL MINE SAFETY AND HEALT ORDINGS PROSE Fry Pin 6, Oct. Code 36, GradeLand 11, Supplies 12, Total Subry Average 12, Pry Bell 16, Dry Bell 16, Dry Bell 17, Oct. Code 16, GradeLand 18, Supplies 24, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 16, GradeLand 18, Supplies 25, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 16, GradeLand 18, Supplies 26, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 16, GradeLand 18, Supplies 26, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 16, GradeLand 18, Supplies 26, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 16, GradeLand 18, Supplies 26, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 16, GradeLand 18, Supplies 26, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 18, GradeLand 18, Supplies 26, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 18, GradeLand 18, Supplies 26, Total Subry Average 21, Pry Bell 18, Dry Res 19, Oct. Code 18, GradeLand 18, Dry Res 19, Oct. Code 19, Oct.	01		-			6-C. Code	i	6-D. Legal Author	ity			
SUPERVISORY COAL MINE SAFETY AND HEALT SUPERVISORY COAL MINE SAFETY SUPERVISORY COAL MINE SAFETY AND HEALT SUPERVISORY COAL MINE SAFETY SUPERVISORY COAL MINE SAFETY SUPERVISORY COAL MINE SAFETY AND HEALT SUPERVISORY COAL MINE SAFETY SUBJECT						6-E. Code		6-F. Legal Authori	ty			
A. Bank Pay 13D. Lacelly Add 13C. Add, Bealt Pay 13D. Other Pay	SUPERVISORY	Y COAL MINE SAF	ETY ANI	HEALT		SUPER	VISORY	COAL MINE SA	FETY AND	HEALT		
12. Lecethy Adj. 12. Lecethy Adj. 12. C. Adj. Busic Pay 10. Other Pay 10. Lecethy Adj. 20. C. Adj. Busic Pay 10. Other Pay 10. P	Pay Plan 9. Gec. Co	de Ift. Grade/Level 1	1. Step/Rate	12. Total Salary	13. Pay Batis					20. Total Salary	y'Award	21. Pay Besis
4. Name and Location of Position's Organization MINE SAFETY AND HEALTH ADMINISTRATION OFFICE OF THE ASSISTANT SECRET OF OF THE ADMINISTRATOR FOR C COAL, DIST-4 INSPECTION DIVISIO DL MI0106699402000000 PP 02 2010 EMPLOYEE DATA 3. Veterans Preference 2. 1 - New 2 - 1 - Position of Position's Organization MINE SAFETY AND HEALTH ADMINISTRATION OFFICE OF THE ASSISTANT SECRET OF OF THE ASSISTANT SE	14 Davis Pau	12B Facality Aill	11C Adl	Basir Pav	12D. Other Pay					. Basic Pay	10D. Other	
MINE SAFETY AND HEALTH ADMINISTRATION OFFICE OF THE ASSISTANT SECRET OFC OF THE ADMINISTRATOR FOR C COAL, DIST 4 INSPECTION DIVISIO MINE SAFETY AND HEALTH ADMINISTRATOR FOR C COAL, DIST 4 INSPECTION DIVISIO DL MIGIGG090402000000 PP 02 2010 MPLOYEE DATA . Veterant Preference 1	A. Dank Fay		(ac nuj	Desit 1 - 3								
3. Veteran Preference 2	MINE SAFET OFFICE OF T OFC OF THE	TY AND HEALTH A THE ASSISTANT S ADMINISTRATO	ADMINIS ECRET R FOR C	TRATION		OFFIC OFC O COAL,	E OF TH F THE A DIST.4 II	E ASSISTANT SE DMINISTRATOR NSPECTION DIV	CRET FOR C ISIO	ATION		
Fersion Fers	Veterans Prefere 2 1- Nove 2 2- 5- Folse FEGLI	3 - 10-Palas/Dischilly 4 - 10-Palas/Compense	s libe 4		able/30%	1 1- 28. Annuita	Permental nt Indicate	2 ~ Couditional 3 ~ Indefinite	Agency Use	X YES		NO
OSITION DATA Position Occupied 1 - Computer Service 1 - Statistical Service 2 - Statistical Service 35, FLSA Category 36, Appropriation Code 37, Bargaining Unit Status 8888 1 - Duty Station Code 4-1870-019 Agency Data 41, 42, 43, 44,					Comp. Date (Leave			1E		Bi	weekly	
Position Occupied 1										Pi	ay Persoc	
1 2 Escripted Service 4 - SES Center Reserved E N - Seastrampt S888				35. FLSA	Category	36. Apprepr	lation Cod	e		37. Bargsinin	ig Unit Si	atus
Duty Station Code				 	E - Exempt					8888		
4-1870-019 MOUNT HOPE FAYETTE WV - Agency Data	- Is Exceluser		retted			y - State or Ov	ersens Loc	etion)				
5. Remarks	•			1 -								
	. Agency Data	41.		12.	43.		44.					
	45. Remarks				1			4				
Employing Department or Agency 50. Signature/Authentication and Title of Approxing Official	Justil of schoolsteen elektrolesses assesses a 1988-	e alleitat figer . The had all the figure in	dentance and State world risk Enter State							Police	noune absorbed for factor	

47. Agency Code

DEPARTMENT OF LABOR

48. Personnel Office (D

3392

49. Approval Date

01/09/10

E/S BY: CRYSTAL L. GUY

HUMAN RESOURCES OFFICER



PERFORMANCE MANAGEMENT PLAN FOR MANAGERS AND SUPERVISORS

		General Information
Name	: THOMAS V. MOOR	
Orga	nization: MSHA-COAL	
Appra	aisal Period: <u>101241200</u>	то 10/15/2009
11/6	Establishment	of the Performance Management Plan
We h	ave discussed this plan; wr	itten comments have have not been attached.
Mana	ger/Supervisor:	Date: 10-22-07
Ratin	g Official: Office X g	865 Date: 10/22/08
Revie	ewing Official: Robert	J. Hardran Date: 1924/2008
E-, 197	Mid-Teri	m Progress Review Certification
The n	nid-term progress review ha	as been conducted.
Мапа	ger/Supervisor: <u>Champall</u>	Money Date: 3-17-09
	g Official: There of p	
	Perfo	rmance Appraisal and Rating
	Exemplary	Exceed standards for all elements
X	Highly Effective	Exceed standards for 50% or more elements but not all; meet standards for all other elements
	Effective	Meet standards for all elements and may exceed standards for less than 50% of elements
	Minimally Satisfactory	Need to improve performance for one or more elements
	Unsatisfactory	Fail to meet standards on one or more elements
We ha	ave discussed this appraisa	l; written comments have have not been attached.
Manag	ger/Supervisor:	not-Mase Date: 10-15-2009
Rating	Official:	Elge & Date: 10-15-09
Revie	wing Official:	9. Hardran Date: 60/15/2009

P	e	rf	0	rn	na	n	ce	
	S	u	n	10	na	ŋ	1	

PURPOSE OF APPRAISAL:	Interim Rating	Rating of Record
ONFOSE OF AFFRAISAL:	interim Kating	

For each element, use an "X" to indicate the appropriate rating.

Element ratings: E = Exceed, M = Meet, NI = Need to Improve, F = Fail

ELEMENT		EMEN	T RATI	NG
	E	M	NI	F
Managerial Competencies: A. Leadership	V			
B. Resource Management	/			
C. Coalition Building and Communication	1			
D. Problem Solving and Initiative		/	,	
Achieving Organizational Results: Identify linkage with appropriate DOL Performance Outcome Goals: For each results-specific objective, reference the related outcome goal, e.g., 1.1, 2.1, 3.3, below: (MSHA's Organizational Results Goals 1 – 3 are based on the DOL Performance Goal 3B – Reduce Work-Related fatalities, injuries, and illnesses in mines.) Result 1: MSHA Goal – Fatal Injury Incidence Rate MSHA Goal – All Injury Incidence Rate MSHA Goal - Incumbent will monitor District Mine Safety				
and Health program area to ensure that citations / orders are timely terminated. Result 2 Reduce fatalities and injuries in the nation's mines by using the MSHA Key Indicators to direct resources and monitor enforcement performance and quality.	/			
Result 3 MSHA Goal 2.2 & 2.3 – Reduce Miners' Exposure to Dust and Noise (DOL Outcome goal 3.1B – Reduce Miners Exposure to Health Hazards)		/		
Result 4 MSHA's Internal Safety and Health Goals DOL Goals for President's SHARE initiative for				
government Wide Safety, Health and Return to work Employment)				

Other Significant Accomplishments

3

DL 1-382 6/2004

Managerial Competency Elements		
LIGHT	EXCEED	나
	MEET	
	NEED TO IMPROVE	
A. LEADERSHIP	FAIL	
Performance standards for Meet:		
Develops and maintains long and short-term achievement of the Agency's mission, cons and economic, political and social trends af	istent with key Agency policies and pridecting the organization.	
Anticipates and meets the needs of clients/oneeds and satisfaction, and meets them.	customers. Sets standards for custome	sie,
Uses agency performance plans and other performance to outcomes and to overall org	management systems to link individual anizational performance objectives.	
The supervisor vigorously monitors the statu conversations with the inspectors, office persinspection process. As a result of constant of adjustments or reassignments when deemed great fortitude with the goals and mission of supervisor has an open door policy that pronencourages input thus allowing problem solv	sonnel and others who are involved in to communication it is easy to make any dinecessary. The supervisor makes the the agency as the primary objective. The	em wii he

The supervisor has developed plans for both short-term and long-term goals that adhere to key agency policies as well as economic, social and political trends.

During the year, many hours of discussions with the mine operators, compliance specialists, and others have allowed for unforeseen problems to be addressed before they become a major problem.

By continuining to stay in touch with the miners, mine operators, other enforcement agencies, and other elements of the mining community, the needs of the community are anticipated and approached with a proactive attitude.

Input from the various groups and compliance specialists allows the supervisor to address and handle controversy before it escalates.

By staying actively involved with the mining community, many issues have been avoided before they become a serious problem for the miners, mining community and the agency.

See Attached.

4

DL 1-382 6/2004 Managerial Competency Elements
A. Leadership (Continued)

The supervisor makes regular visits AA and FAR to assigned mines in an effort to maintain good and open communications with miners, mine operators, and inspection personnel. This professional approach has frequently prevented issues from by-passing the field office and going to the district level.

The supervisor has fostered a trust and respect from miners, mine operators, and inspectors that he has frequently resulted in requests by the mine operator to assist in resolving mine problems.

The supervisor has displayed a high level of effort and qualities by implementing the overall organization performance objectives and management systems to link and enhance the ability of individuals to identify problems and give them the resources necessary to address most problems.

The second secon	
Managerial Competency Elements	APPLEASE OF THE PERSON NAMED IN SAFE THE
B. RESOURCE MANAGEMENT	EXCEED F
	NEED TO IMPROVE
	FAIL
Performance standards for Meet:	
Ensures that staff are appropriately selected, utilize as treated fairly and equitably. Takes steps to address the or she is aware. Actively develops the talents of candidates for positions in the organization.	ess issues of discrimination of which
Uses informal training, continuous managerial asse feedback and appropriate recognition to promote st products and customer service.	ssments, frequent and constructive aff morale and to ensure quality work
Proactively works to maintain a safe workplace and illness. Resolves conflicts in a positive and construction	to prevent accidents, injuries and ctive manner.
Assures that the organizational budget is administed accomplishment of program goals and reflects sour	red in a manner that supports the ad financial management.
The supervisor is an advocate of treating everyone fairly encourages this policy by example. Employees have been taken concerning issues of discrimination.	and equitably. He promotes and en trained as to what steps are to be
The supervisor uses informal training such as meetings we effort and sharing knowledge and experiences of individu	vithin the work group to promote team

ing knowledge and experiences of individual enorts to reach set goals and policies of all assigned mines.

By having an open working relationship, training needs are met in an informal manner. This allows for a better working relationship between the employee and the supervisor. This promotes morale and ensures a good working relationship is developed in the office and this serves the mining community appropriately.

The leadership abilities foster a team atmosphere that broadens collectively and individually the workgroup's knowledge and enable the workgroup to meet our mission and goals.

The supervisor encourages and promotes safety at the office as well as while performing duties at the mines and facilities. This is achieved by conducting safely meetings and raising employee awareness of their immediate environment and surroundings.

The supervisor has maintained control over the resources in his assigned area of responsibility and often during this rating period was required to adjust priorities and manpower to meet deadlines and to gather mine specific information for requests from the district.

6/2004

FAIL

Managerial
Competency
Elements

EXCEED
MEET

C. COALITION BUILDING AND COMMUNICATION

NEED TO IMPROVE

Performance standards for Meet:

Promotes an open, communicative environment where staff can readily access resources and move forward to accomplish common goals and tasks. Handles workplace disputes promptly and effectively.

Makes clear to staff what is expected of them both individually and as a team/group; clarifies the extent of their authority.

Effectively represents the Department and the program agency internally and externally. Actively engages the cooperation of internal and external stakeholders in working on common tasks or group projects; shares work and decision-making with others.

The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively.

The supervisor encourages cooperation in decision making from the workgroup while maintaining a high degree of awareness on all issues that arise.

The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct his inspection/investigation in a timely manner and reduced exposure of miners to unsafe working conditions.

か ころはずにある情報をはるないという

ements	EXCEED
D. PROBLEM SOLVING AND INITIATIVE	MEET (
	NEED TO IMPROVE
	FAIL
Performance standards for Meet: Stressed innovation and risk-taking. Analy	zes problem and develops alternative
Performance standards for Meet: Stressed innovation and risk-taking. Analy solutions, emphasizing new approaches. forward.	zes problem and develops alternative

The supervisor has been innovative and has not hesitated in taking risks to move Agency programs forward at any given opportunity. He accepts mistakes with the attitude they are part of the developmental process.

Organizational
Performance
Elements

Provide 4 results-specific objectives that demonstrate linkage with DOL's Strategic Plan outcome goals. This section should include the major results to be achieved during the period of time covered by the performance agreement. Results need to be clearly identified and measurable. They should be phrased in a menner that will leave no doubt about whether the results were achieved, however, the results should not include detailed milestones or descriptions of the process and methods used to get the

76347631		e detailed milestones or descriptions of the process and methods used to get the
PERFORMANCE AGR	EEMENT	Element 1
RESULT # 1		Reduce the Mining Fatality Injury Incidence Rate in the Nation's Mines in accordance with the GPRA Goals outlined in the DOL
		Strategic Plan.
MEET	V	Innumber 4 will to make a second
NEED TO IMPROVE		Incumbent will monitor District Mine Safety and Health program area to ensure that citations/orders are timely terminated.
FAIL		
		(DOL Outcome Goal 3 Safe and Secure Workplace – 3B – Reduce work-related fatalities, injuries and illnesses in mines)
		Element 2 Reduce the ALL Injury Incidence Rate in the Nation's Mines in accordance with the GPRA Goals outlined in the DOL Strategic Plan.
		Incumbent will monitor District Mine Safety and Health program area to ensure that citations/orders are timely terminated.
		(DOL Outcome Goal 3 Safe and Secure Workplace – 3B – Reduce work-related fatalities, injuries and illnesses in mines)
		Performance is satisfactory when no more than 3% of the citations are past due. Performance will be measured by the degree to which Coal is able to terminate citations within the period established by policy for abatement. Progress will be measured through a report furnished by PEIR.

The supervisor has been professional, firm and fair in all contacts make with mine operators, miners, state inspectors and other compliance specialists. He has always promoted inspection with a purpose and root cause analysis to be effective in meeting the Agency's mission and goals.

The supervisor provided to the inspectors, accident reports, fatal grams, information related to serious injuries, near misses, and fatalities to be shared with the miners and operators

The supervisor monitors the due date of citations and holds the inspectors responsible for the paperwork to be completed in a timely manner.

Organizational Performance Elements

PERFORMANCE AGREEMENT RESULT # 2 EXCEED MEET NEED TO IMPROVE FAIL

Reduce fatalities and injuries in the nation's mines by using the MSHA Key Indicators to direct resources to monitor and improve enforcement performance and quality.

Incumbent monitors MSHA Key Indicator reports for inspector performance results outside the acceptable norms and averages for each District's unique and distinct performance levels. Incumbent understands the effects of each district's geography and work load when determining acceptable average performance baselines.

Performance is satisfactory when the Incumbent demonstrates the use of the MSHA Key Indicators in the daily managerial decision-making process, demonstrates an understanding of the root causes for variances in monthly reporting, assigns responsibility for the variances, accounts for their occurrence and remedy where applicable and shares best practices with relevant MSHA employees. The incumbent must ensure that the completion rate of all EO1 inspections is 100%. Exception to this only may be granted if the incumbent can demonstrate supporting aberrations beyond the control of the incumbent's management ability that prevented 100% completion. The completion rate of all EO1 inspections at 100% will be for coal mines located throughout the district office.

(DOL Strategic Goal 3 Safe and Secure Workplace – DOL Performance goal 3B – Reduce work-related fatalities, injuries and illnesses in mines)

The supervisor insists and instills in his inspector's to be firm and fair in enforcement of the Agency's policies and regulations. He has encouraged inspectors to use the appropriate level of enforcement when issuing citations and orders.

He reviews citations and orders to ensure consistency among the inspectors.

The supervisor encourages inspecting with a purpose and encourages the use of the data retrieval system and mine profile program. This information helps develop an inspection profile and/or strategy that meet the Agency's mission and goals.

Open meetings with the miners and mine operators increase awareness of accidents in all areas and help in the reduction of accidents at the mines.

Key indicators are used by the supervisor in the daily decision making process by the supervisor understands the root cause discrepancies in monthly reporting, assigns and accounts for their occurrence and remedy when applicable and includes best practices with MSHA inspectors. Key indicators are used to ensure performance levels and work loads are fair while ensuring E01 inspections are completed at the rate of 100% throughout the field office and district area.

The supervisor assigned respirable dust survey that were completed with 100% completion rate.

Organizational Performance Elements

PERFORMANCE	AGREEMENT
RESULT	Г#3
EXCEED	
MEET	V
NEED TO	
IMPROVE	
FAIL	
ł	1

Decrease by 2% per year the percentage of dust and noise samples taken with results that are less than half the permissible exposure limit.

(Dust 11.5 target and Noise 3.63 target).

(DOL Strategic Goal 3 Safe and Secure Workplace – DOL Performance goal 3B – Reduce work-related fatalities, injuries and illnesses in mines)

The supervisor assigned respirable dust surveys that were conducted with 100% completion rate and no citations/orders were issued for noncompliance.

10

DL 1-382 6/2004

Organizational Performance Elements	
PERFORMANCE AGREEMENT RESULT # 4 EXCEED MEET NEED TO IMPROVE FAIL	MSHA's internal employee safety and health goals for FY 2008: 1. reduce the total case rates for injuries and illness by at least 3% per year; 2. reduce the case rates for lost time injuries and illnesses by at least 3% per year; 3. increase the timely filing of injury and illness notices by at least 5% per year; and 4. reduce the rates of loss production days due to injuries and illnesses by at least 1% per year. (DOL Goals for President's SHARE initiative for government wide Safety, Health and Return to Employment)

The supervisor promotes accident prevention management by conducting health and safety inspections and takes prompt action to eliminate unsafe conditions that may be present. Work group and field office health and safety training sessions are held monthly and safety awareness is discussed on a daily basis.

Inspector health and safety is promoted throughout the work group. Suggestions and input on employee health and safety issues are solicited from the staff. Employee accidents which have occurred within the district are thoroughly reviewed with all employees.

No lost time injuries occurred during this rating period. The supervisor's accomplishments in this area greatly enhanced the ability of the district to meet their goals.

Performance Management Plan for Managers and Supervisors

			and Supervisors	Die Care	· ·
1. Employee Name (lest, firs		Makerilly Challes arrest to B	2. Organization	NEW CEL	
Moore, Thomas V			MSHA		,
3. Title, Series, Grade				eriod (mm/dd/y)	YYY)
Supervisory Coal Mine Safety and Health Inspector, GS-1822-13 5. Supervisory Status Code 2 - Supervisor or Management of the Supervisor of Management of Manageme				109 to 97.	30/2010
	Z Co	Performance Elements	and Standards Certification	14.142	
1. I certify that this	Link at	least one critical element to	specific Department, Agency, and/or o	organizational s	trategic goal.
performance plan contains accurate performance	V \ 1	e employee accountable for	measurable and observable results.		
elements and standards that		the employee's position desc	ription and reflect the duties and resp	onsibilities assi	Igned to the employee.
2. Rating Official Signature	6/25			Date (mm/c	10/YYYY) 0-2009
3. Rating Official Name (last		-11111 - 111111 - 11111 - 11111 - 11111 - 11111 - 11111 - 11111 - 11111 - 11111 - 11111 - 11111 - 11111 - 1111		1 1/2/	
Selfe, Lincoln L., Jr.					
4. Rating Official Title					
Assistant District Manager					
5. Prototype Standards?	⊠ Yes I	□No	White the second second to be a second the second	DE THE PHOLOGOUS LANGUE BROADERS IN SECURITY	M2 and MCS-MM A set of a factor and a factor
1. Position description is cor	ect? XIVAS	No (If No. Explain below)	ription Certification		- Ma
1. 1 Canon Cascipion is Co.	ecti Mies []	140 (ii 140, Expidiii below.)	2. Rating Official Signature	(A)	Date (mm/dd/yyyy)
	• 1		3. Rating Official Name (Ided,		11-10-2009
			Selfe, Lincoln L., Jr.	met, mudiej	
			4. Rating Official Title		-
Maria - Company	BENEVIT TERMS MY		Assistant District Manager	Plant top or the term	
A Ma hour discussed this			mormance Management Plan	Tax and the Til	
1. We have discussed this p	coad Mo C	omments are attached	2. Employee Signature		Date (mm/dd/yyyy)
3. Rating Official Signature	DAY DIOC	Date (mm/dd/yyyy)	8. Reviewing Official John Lure	7	11-10-2009
Drive L Du	K-St	11-10-2009	S. Kigyleyining Olligian and Indicate	and.	Date (mm/dd/yyyy)
4. Rating Official Name (last		1 10-201	7. Reviewing Official Name (last, f	icst middle)	11/10/1007
Selfe, Lincoln L , Jr			Hardman, Robert G	150, 111150107	
5. Rating Official Title			8 Reviewing Official Title		
Assistant District Manager		El Maria	District Manager		
		E. Mid-Term Progres	s Review Certification		
The mid-term progress re- has been conducted	view XYes	No (If No, Explain below.)	3. Rating Official Signature	,	Date (mm/dd/yyyy)
nas oeen conducted	,		100 800	/	
			great of detail		04/16/2010
			4. Rating Official Name (last, Mist,	middle)	
2. Employee Signature		Date mm/dd/yyyy)	5 Rating Official Title	4	
Turnel 4	Jacen _	1 4/16/2010	ASSISTANT DIS	tret Man.	ager
	1. 4	F. Performance A	ppraisal and Rating		
1 Indicate Performance app	raisal and rating		me mmm	1/m	2. We have
Exemplary		rds for all elements			discussed this
Highly effective	Exceed standar	rds for 50% or more element	s but not all; meets standards for all o	ther elements	appraisal, written
Minimally Satisfactory	Meet standards	for all elements and may ex	ceed standards for less than 50% of c	ements	comments are attached
Unsalistactory		e performance for one or mo ndarés on one or more elem			
Chadesiactory	rail to meet sta	nuarcs on one or more elem	lents		Yes W No
3. Purpose of Appraisal	Interim Rating	MRating of Record	7 Employae Signature	ra l	Date (mm/dd/yyyy)
4 Rating Official Signature		Date (mm/dd/yyyy)	8. Reviewing Official Signature		Date (mm/dd/yyyy)
There of De	ose X	10/21/2010	Tother 1 Han	man !	10/27/2010
5. Rating Official Name (last	(First, middle)		9. Reviewing Official Name (last, fi	rst middle)	FULL FOIL
Selfe Linco			Hardman, Robert G	e.	
6. Rating Official Title			10. Reviewing Official Title		
ADM DIVI	5100		District Manage	e.	
					Form DL 1-382

1. For each element, select the appropriate rating. Element ratings: E = Exceet; M = Meet; NI = Need to Improve; F = Fall

Managerial Competency Elements	Element Rating					
managerial Competency Classetts	E	М	NI	F		
Leadership				1		
Resource Management	1	1				
Coalition Building and Communication		V.				
Problem Solving and Initiative		1				
Equal Employment Opportunity		/		1		

Organizational Performance Elements	Element Rating					
	E	M	NI	F		
Result 1		1				
Result 2	1					
Result 3	1					
Result 4	11/					

1. Please describe other significant accomplishments in the space below.

是是是有6.048年,12.000年的46.000年度,在12.000年度,12.000年度,12.000年度,12.000年度,12.000年度,12.000年度,12.000年度,12.000年度,12.000年度,	ព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្រះប្រជាព្
1. Leadership	☑ Exceed ☐ Meet ☐ Need to Improve ☐ Fail

Performance Standard for Meet

- Develops and maintains long and short-term strategic planning to facilitate the achievement of the Agency's mission, consistent with key Agency policies and priorities and economic, political, and social trends affecting the organization.
- Anticipates and meets the needs of clients/customers. Sets standards for customers' needs and satisfaction and meets them.
- Uses Agency performance plans and other management systems to link individual performance to outcomes and to overall organizational performance objectives.
- Promotes and maintains diverse and inclusive workforce by actively recruiting and hiring from diverse applicant pools; fostering
 collaboration with individuals from diverse backgrounds, perspectives, and experiences; ensuring opportunities for growth exist equitably
 for all employees; and providing fair and equitable recognition of accomplishments for all employees.

Narrative

The supervisor vigorously monitors the status of all inspections with daily two-way conversation with the inspectors, office personnel and all others that are involved in the inspection process. As a result of these constant communications, if any adjustments or reassignments are deemed necessary; the supervisor makes them with great fortitude with the goals and mission of the Agency as the primary objective. The supervisor has an open door policy that promotes and provides an atmosphere that encourages input thus allowing problem solving to remain at the lowest level possible. The supervisor has developed plans for both short term goals and long term goals that adhere to key Agency policies as well as economic, social and political trends.

During the year many hours of discussions with the mine operators, compliance specialist and others have allowed for unforeseen problems to be addressed even before they became a problem. This allows the supervisor to address and handle controversy before it escalates. By continuing to stay in touch with the miners, mine operators, other enforcement agencies and other elements of the mining community, the needs of the community are anticipated and approached with a proactive attitude. By staying actively involved issues have been avoided before they became a serious problem for the miners, mining community and the Agency.

The supervisor makes regular visits, AA and FAR, to assigned mines in an effort to maintain good and open communications with miners, mine operators and inspection personnel. This professional approach has frequently prevented issues from by-passing the field office and going to the district level. The supervisor has fostered a trust and respect from miners, mine operators and inspectors that he has frequently been requested by the mine operator to assist in resolving mine problems. The supervisor has displayed a high level of effort and qualities by implementing the overall organizational performance objective and management systems to link and enhance the ability of individuals to identify problems and give them the resources necessary to address most problems.

Page 2 of 8

Performance Standard for Meet Need to Improve Fall Performance Standard for Meet Need to Improve Fall Performance Standard for Meet Need to Improve Fall Performance Standard for Meet Need to Improve Performance Standard for Meet Need to Improve Fall Pervents at starf are appropriately selected, utilized, appraised and developed. Actively develops the talent of the staff and developed qualified candidates for positions in the originate of the staff now work or maintaining an everences of staff now worked and departational goods accomplished, and ensuring staff are knowledgeable of how PLSA designation inspace coverine eligibility and authorization. Uses informal training, continuous minagental assessments frequent and constructive feedback and appropriate recognition to promote staff mornies and to ensure quality work products and customer analyse. Proactively works to reminish a sale workplace and to prevent accidents, lightles and lineas. Resolves conflicts in a positive and constitutive manner. Asserts that the originatizational budget is administered in a manner that supports the accomplishment of program goals and reflects scound financial immagament. Designation understands and promote and properties and processional plants to socialize the scotlement of program repostabilities, assigned under the American Recovery and Reinvestment Act," and complies with Departmental requirements for account all scotled part and properties of ARPA-Instalact auties and resource utilized. Actively recruits to attrice and select qualified applicants with the competituries recomment strategies, and manner plant according and reporting of ARPA-Instalact auties and resource utilized eventoring issues of descrimation. Actively recruits to attrice and select qualified applicants with the competituries resource to account and properties of ARPA Instala and resource utilized eventoring the properties of ARPA Instala and resource utilized and resource utilized properties and account and properties a
Resource that staff are appropriately selected, utilized, appraised and developed. Actively develops the talent of the staff and develops qualified candidates for positions in the organization. Prevents staff from working unauthorized overtime hours by consistantly applying Fair Labor Standards Act (FLSA) and DOL policy regating overtime, maintaining an exerceness of staff hours worked and organizational goals accomplished, and ensuring staff are involved/seapled in their Act designation implead to evertime eligibility and estudration. Uses informal training, continuous managerial exasesaments, frequent and constructive feedback and appropriate recognition to promote staff monate and to assure quelly work products and customer santy. Preactively works to maintain a safe workplace and to prevent accidents, injuries and illness. Resolves conflicts in a positive and constructive feedback and appropriate recognition to promote constructive feedback and appropriate and constructive feedback and appropriate program responsibilities, assigned under the American Recovery and Nativestament Act (ARRA) provisions, consistent with the Secretary's enduring vision of Good dots for reflects sound financial management. Develops, implements, and maintains strategic and operational plans to facilitate the schlewement of program responsibilities, assigned under the American Recovery and Relevantment Act (ARRA) provisions, consistent with the Secretary's enduring vision of Good dots for the American Recovery and Relevantment Act (ARRA) provisions, consistent with the Secretary's enduring vision of Good dots for the American Recovery and Relevantment Act (ARRA) provisions, consistent with the Department's "Operating Plans for Departmental Management Funds in the American Recovery and Relevantment Act (ARRA) provisions, consistent with the Department's "Operating Plans for Departmental Management Funds in the American Recovery and Relevantment Act (ARRA) provisions, consistent with Department's "Operating Plans for Department A
regarding overflue, manifesting an ewareness of stelf hours worked and organizational goals accomplished, and ensuring stalf are knowledgested of how PLSA designation Impacts overfline eligibly and euthorization. **Uses Informat Izabilag, confuncious managerial assessments, freguent and constructive feedback and appropriate recognition to promote stalf morela and to ensure quality work products and customer service. **Proactively works to mentitatin a sale workplace and to prevent accidents, injuries and liliness. Resolves conflicts in a positive and constructive manner. **Assures that the organizational budget is administered in a manner that supports the accomplishment of program goals and reflects sound financial management. **Develops, implements, and maintains strategic and operational plans to facilitate the schewment of program responsibilities, assigned under the American Recovery and Relinvestment Act (ARRA) providence, consistent with the Secretary's enduring vision of Good vites for Everyone. Assures that ellocated ARRA, funds are administered in accordance with the Capatriment's "Operating Plans for Oppartmental American Recovery and Relinvestment Act", and complies with Departmental requirements for accurate recording and reporting of ARRA-natiated activities and resource utilization. **Actively incusts to attreat and select qualified applications with the competinacies needed to successfully meet Departmental Flecal Year 2010 Initing goals by embracing the use of averlope, select, and manages a direttile workforce. **Actively incusts to attreat and select qualified applications with the competinacies needed to successfully meet Departmental Flecal Year 2010 Initing goals by embracing the use of averlope, select, and manages a direttile workforce. **Actively incusts to attreat and select qualified applications with the competinates needed to successfully meet Departmental Flecal Year 2010 Initing goals by embracing the use of averlope and active the competinations of the product of the produ
State morate and to arisure quality work products and customer service. Proactively works to maintain a safe workplace and to prevent accidents, injuries and illness. Resolves conflicts in a positive and constructive manner. Assumes that the organizational podget is administered in a manner that supports the accomplishment of program goals and reflects sound financial management. Develops, Implements, and maintains strategic and operational plans to facilitate the schlevement of program responsibilities, assigned under the American Recovery and Rainvestment Act (ARRA) provisions, consistent with the Secretary's enduring vision of Good observe Everyons. Assumes that allocated ARRA formations are administered in accordance with the Departmenter To-operating and recording and reporting of ARRA-related activities and recording and reporting of Principles to develop satert, and manages a deviser workforce. Actively recruits to stract and select qualified applicants with the competencies needed to successfully meet Departmental Flacel Year 2010 hinting goals by embracing the use of available hinting flabibilities, developing robust recruitment strategies, and maximizing the use of technology. Applies ment principles to develop, satert, and manages a deviser workforce. Pararative The supervisor is an advocate of freating everyone fairly and equitable. He promotes and encourages this policy by example. Employees have been trained as to what steps to take concerning issues of discrimination. The supervisor has maintained successfully and equitable. He promotes and encourages this policy by example. Employees have been trained as to what steps to take occurrently issues of discrimination. The supervisor has maintained control over the resources in his assigned area of responsibility and has often during his rading period required adjusting priorities
Assures that the organizational budget is administered in a manner that supports the accomplishment of program goals and roflects sound financial management. Develops, Implements, and maintains strategic and operational plans to facilitate the achievement of program responsibilities, assigned under the American Recovery and Reinvestment Act (ARRA) provisions, consistent with the Secretary's enduring vision of Good Jobs for Everyone. Assures that alies the American Recovery and Relineastment Act (ARRA) provisions, consistent with the Department of Program responsibilities, assigned under the American Recovery and Relineastment Act," and complies with Departments' operations for Secretary the Control of Program (Program Recovery) and Relineastment Act," and complies with Departmental requirements for accurate recording and reporting of ARRA-related activities and resource utilization. Actively recruits to attract and select qualified applicants with the competencies needed to successfully meet Departmental Fiscal Year 2010 hiting goads by embracing the use of available hiring lessibilities, developing orbust recruitment strategies, and maximizing the use of technology. Applies ment principles to develop, select, and manage a diverse workforce. **Actively recruits to attract and select qualified applicants with the competencies needed to successfully meet Departmental Fiscal Year 2010 hiring goads by embracing the seven of the selection of the competencies of the concerning issues of discrimination. ***Actively recruits to attract and select qualified applicants with the concerning technology and active workforce. The supervisor uses informal training such as meetings within the work group to promote team effort and sharing knowledge and enables the work group is meet our mission and goals. The supervisor encourages and promotes safety of the office as well as while performing dules of the mines and facilities. This is active by conducting selfer meetings and relatives. This is active by conducting selfer me
Develops, implaments, and maintains strategic and operational plans to facilitate the achievement of program responsibilities, assigned under the American Recovery and Rainvestment Act (ARRA) provisions, consistent with the Secretary's enduring vision of Good Jobs for Everyone. Assures that allocated ARRA funds are administered in accordance with the Departments's "Operating Plans for Departmental Management Funds in the American Recovery and Rainvestment Act," and complies with Departmental requirements for accurate recording and reporting of ARRA-resisted activities and resource utilization. A clubely recruits to attent and select qualified applicants with the competencies needed to successfully meet Departmental Flacal Year 2010 thing goals by embracing the use of available highing flexibilities, developing robust recruitment strategles, and maximizing the use of technology. Applies ment principles to develop, select, and manage a diverse workforce. **Arrative** The supervisor is an advocate of treating everyone fairty and equitable. He promotes and encourages this policy by example. Employees have been trained as to what sleeps to take concerning issues of discrimination. The supervisor uses informal training such as meetings within the work group to promote team effort and sharing knowledge and experiences of individuals to reach set goals and policies of all assigned mines. The leadership abilities foster a team atmosphere that broadens collectivity and individually the work group's knowledge and enables the work group to meet our mission and goals. The supervisor encourages and promotes sately of the office as well as white performing dudes of the mines and facilities. This is achieved by conducting safety meetings and raining employee's awareness of their immediate environment. The supervisor has maintained control over the resources in his assigned area of responsibility and has often during this rating period required adjusting priorities and management of meeting and provides and period require
under the American Necovery and Reinvestment Act (ARRA) provisions, consistent with the Secretary's enduring vision of Good Jobs for Everyone. Assures that allocated ARRA thinds are administent of accordance with the Departments' "Operating Plans for Departmental Management Funds in the American Recovery and Reinvestment Act", and compiles with Departmental requirements for accurate recording and reporting of ARRA-related activities and resource difficults. • Actively recruits to attract and select qualified applicants with the competencies needed to successfully meet Departmental Flacal Year 2010 hiring goals by embracing the use of available hiring flexibilities, developing robust recruitment strategies, and maximizing the use of technology. Applies ment principles to develop, select, and manage a diverse workforce. **Actively recruits to attract and select qualified applicants with the competencies needed to successfully meet Departmental Flacal Year 2010 hiring goals by embracing the use of available hiring flexibilities, developing robust recruitment strategies, and maximizing the use of technology. Applies ment principles to develop, select, and manage a diverse workforce. **Actively recruits to attract and select qualified applicants with the competencies and encourages this policy by example. Employees have been trained as to what steps to take concerning issues of discrimination. **The supervisor uses informal training such as meetings within the work group to promote feam effort and sharing knowledge and experiences of individuals to reach set poals and policies of all assigned mines. **The leadership abilities foster a team atmosphere that broadene collectivity and individually the work group's knowledge and enables the work group to make during this standard policies of the mines and facilities. This is achieved by conducting safety meetings and ratising enjoyee's a well as white performing duties of the mines and facilities. This maintained control over the resources in his assigned area of r
2010 liming posts by emoritary inciples to develop, select, and manage a diverse workforce. **Branding** **Brand
The supervisor is an edvocate of treating everyone fairly and equitable. He promotes and encourages this policy by example. Employees have been trained as to what steps to take concerning issues of discrimination. The supervisor uses informal training such as meetings within the work group to promote team effort and sharing knowledge and experiences of individuals to reach set goals and policies of all assigned mines. The leadership abilities foster a team atmosphere that broadens collectivity and individually the work group's knowledge and enables the work group to meet our mission and goals. The supervisor encourages and promotes safety of the office as well as white performing duties of the mines and facilities. This is achieved by conducting safety meetings and raising employee's awareness of their immediate environment. The supervisor has maintained control over the resources in his assigned area of responsibility and has often during this rating period required adjusting priorities and manpower to meet deadlines and to gather mine specific information for requests from the district. Coalition Building and Communication Performance Standard for Meet Promotes an open, communicative environment where staff can readily access resources and move forward to accomplish common goals and tasks. Handles workplace disputes promptly and effectively. Makes clear to staff what is expected of them both individually and as a team/group; clarifies the extent of their authority. Effectively represents the Department and the program agency internally and external stakeholders in working on common tasks or group projects; shares work and decision-making with others. Britania and teaching and communicative environment where expected internal and external stakeholders in working on common tasks or group projects; shares work and decision-making with others. Britania and teaching relationships and communication environment there employees an exegly access information and resources to move forward and accomplish goals
The supervisor uses informal training such as meetings within the work group to promote team effort and sharing knowledge and experiences of individuals to reach set goals and policies of all assigned mines. The leadership abilities foster a team atmosphere that broadens collectivity and individually the work group's knowledge and enables the work group to meet our mission and goals. The supervisor encourages and promotes safety of the office as well as white performing duties of the mines and facilities. This is achieved by conducting safety meetings and raising employee's awareness of their immediate environment. The supervisor has maintained control over the resources in his assigned area of responsibility and has often during this rating period required adjusting priorities and manpower to meet deadlines and to gather mine specific information for requests from the district. Coallition Building and Communication Performance Standard for Meet Promotes an open, communicative environment where staff can readily access resources and move forward to accomplish common goals and tasks. Handles workplace disputes promptly and effectively. Makes clear to staff what is expected of them both individually and as a team/group; clarifies the extent of their authority. Effectively represents the Department and the program agency internally and externally. Actively engages the cooperation of internal and external stakeholders in working on common tasks or group projects; shares work and decision-making with others. arrative There is an open relationship among employees' that fosters an environment among the staff that allows common goals and tasks to be accomplished. There have been noworkplace disputes between the employees's or the employees's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize d
The leadership abilities (oster a team atmosphere that broadens collectivity and individually the work group's knowledge and enables the work group to meet our mission and goals. The supervisor encourages and promotes safety of the office as well as white performing duties of the mines and facilities. This is achieved by conducting safety meetings and raising employee's awareness of their immediate environment. The supervisor has maintained control over the resources in his assigned area of responsibility and has often during this rating period required adjusting priorities and manpower to meet deadlines and to gather mine specific information for requests from the district. Coalition Building and Communication
gloup to meet our mission and goals. The supervisor encourages and promotes safety of the office as well as white performing duties of the mines and facilities. This is achieved by conducting safety meetings and raising employee's awareness of their immediate environment. The supervisor has maintained control over the resources in his assigned area of responsibility and has often during this rating period required adjusting priorities and manpower to meet deadlines and to gather mine specific information for requests from the district. Coalition Building and Communication Performance Standard for Meet Promotes an open, communicative environment where staff can readily access resources and move forward to accomplish common goals and tasks. Handles workplace disputes promptly and effectively. Makes clear to staff what is expected of them both individually and as a team/group; clarifies the extent of their authority. Effectively represents the Department and the program agency internally and externally. Actively engages the cooperation of internal and external stakeholders in working on common tasks or group projects; shares work and decision-making with others. There is an open relationship among employees' that fosters an environment among the staff that allows common goals and tasks to be accomplished. There have been no workplace disputes between the employee's or the employee's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks, good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively. Expectations, both individually and as a group, have been addressed many times during the year. Assignments have been fair and evenly assigned. By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the
The supervisor has maintained control over the resources in his assigned area of responsibility and has often during this rating period required adjusting priorities and manpower to meet deadlines and to gather mine specific information for requests from the district. Coalition Building and Communication Performance Standard for Meet Performance In Meet In Meet In Me
Performance Standard for Meet Promotes an open, communicative environment where staff can readily access resources and move forward to accomplish common goals and tasks. Handles workplace disputes promptly and effectively. Makes clear to staff what is expected of them both individually and as a team/group; clarifies the extent of their authority. Effectively represents the Department and the program agency internally and externally. Actively engages the cooperation of internal and external stakeholders in working on common tasks or group projects; shares work and decision-making with others. Arrative There is an open relationship among employees' that fosters an environment among the staff that allows common goals and tasks to be accomplished. There have been no workplace disputes between the employee's or the employee's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively. Expectations, both individually and as a group, have been addressed many times during the year. Assignments have been fair and eventy assigned. By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the year. By sharing the work during the course of the year, decision making has been made easier by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspective conduct his inspective form them with prompt.
 Promotes an open, communicative environment where staff can readily access resources and move forward to accomplish common goals and tasks. Handles workplace disputes promptly and effectively. Makes clear to staff what is expected of them both individually and as a team/group; clarifies the extent of their authority. Effectively represents the Department and the program agency internally and externally. Actively engages the cooperation of internal and external stakeholders in working on common tasks or group projects; shares work and decision-making with others. arrative There is an open relationship among employees' that fosters an environment among the staff that allows common goals and tasks to be accomplished. There have been no workplace disputes between the employee's or the employee's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively. Expectations, both individually and as a group, have been addressed many times during the year. Assignments have been fair and evenly assigned. By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the year. By sharing the work during the course of the year, decision making has been made easier by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct the inspector to cond
Effectively represents the Department and the program agency internally and externally. Actively engages the cooperation of internal and external stakeholders in working on common tasks or group projects; shares work and decision-making with others. There is an open relationship among employees' that fosters an environment among the staff that allows common goals and tasks to be accomplished. There have been no workplace disputes between the employee's or the employee's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively. Expectations, both individually and as a group, have been addressed many times during the year. Assignments have been fair and evenly assigned. By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the year. By sharing the work during the course of the year, decision making has been made easier by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct his inspection for the properties the stimuling for the properties.
arrative There is an open relationship among employees' that fosters an environment among the staff that allows common goals and tasks to be accomplished. There have been no workplace disputes between the employee's or the employee's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively. Expectations, both individually and as a group, have been addressed many times during the year. Assignments have been fair and evenly assigned. By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the year. By sharing the work during the course of the year, decision making has been made easier by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct his improvisor investigation to a time in the process has enabled the inspector to conduct his improvisor investigation to a time in the action of any incident that occurs at the mine. This process has enabled the inspector to conduct his improvisor investigation to a time in the mine operators what is required and expected from them with prompt.
There is an open relationship among employees' that fosters an environment among the staff that allows common goals and tasks to be accomplished. There have been no workplace disputes between the employee's or the employee's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively. Expectations, both individually and as a group, have been addressed many times during the year. Assignments have been fair and evenly assigned. By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the year. By sharing the work during the course of the year, decision making has been made easier by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct his increasing involvation by a final line.
Becomplished. There have been no workplace disputes between the employee's or the employee's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively. Expectations, both individually and as a group, have been addressed many times during the year. Assignments have been fair and evenly easigned. By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the year. By sharing the work during the course of the year, decision making has been made easier by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct his inspection in a timeline to the first termination and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct his inspection in a timeline.
By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the year. By sharing the work during the course of the year, decision making has been made easier by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct his inspection in a timeline.
seaser by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspected to conduct his inspectations involved in a timeline.

4. Problem Solving and Initiative	☐ Exceed ☑ Meet ☐ Need to Improve ☐ Fail
Performance Standard for Meet • Stresses innovation and risk-taking. Analyzes problems and develop calculated risks to move program forward.	es alternative solutions, emphasizing new approaches. Takes
Displays an attitude that accepts mistakes as part of the development	tal process, as the organization works to achieve results.
Narrative	
The supervisor has been innovative and has not hesitated in taking opportunity. He accepts mistakes with the attitude as part of the de	risk to move the Agency programs forward at any given avelopmental process.
Performance Standard for Meet Ensures continuing application of, and compliance with, applicable E Promptly addresses allegations of prohibited discrimination, harassm throughout the organization.	qual Employment Opportunity (EEO) laws, regulations, and policies. ent, and retaliation; ensures EEO principles are adhered to
analive	***************************************
The supervisor displays a strong awareness concerning discriminati and policies. He works relentlessly to promote a better working rela	on matters and compliance with EEO laws, regulations thousand the employees and the supervisors.
The supervisor is an advocate of treating everyone fairly and equital Employees have been trained as to what steps are to be taken cond	oly. He promotes and encourages this policy by example. eming issues of discrimination.
The supervisor uses informal training such as meetings within the wand experiences of individual efforts to reach set goals and policies	ork group to promote team effort and sharing knowledge of all assigned mines.
The leadership abilities foster a team atmosphere that broadens coll enables the work group to meet our mission and goals.	ectively and individually the workgroup's knowledge and
The supervisor encourages and promotes safety at the office as well This is achieved by conducting safety meetings and raising employe surroundings.	as while performing duties at the mines and facilities. e awareness of their immediate environment and
The supervisor has maintained control over the resources in his assiperiod was required to adjust priorities and manpower to meet dead from the district.	gned area of responsibility and often during this rating ines and to gather mine specific information for requests
All employees are treated fair and equitable.	
	Form DL 1-382 Revised September 2009

J. Organizational Performance Elements. At the beginning of the performance cycle, the rating official must provide, in Section J, four critical, results-specific elements and standards, at keone of which demonstrates linkage with the Secretary's vision of Good Jobs for Everyone that the employee will be held accountable for during the performance cycle. Each performance standard must be written at the Meets level and includes measures of performance such as quality, quantities and cost effectiveness. Standards should be clear and not include detailed milestones or descriptions of the process and methods us to achieve the results.	easl Ihe
In assigning a rating to each element, please rate the employee at one of the following four levels and include a written narrative as appropriate:	
Exceeds described level of performance (narrative required)	

Needs to Improve in order to meet the level of performance (narrative required)
 Falls to meet described level of performance (narrative required)

Result #1
 □ Exceed Meet □ Need to Improve □ Fall in support of the Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 − Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and Outcome Goal 10 − Voice in the Workplace:

Demonstrates efforts toward the reduction of the mining fatality Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Demonstrates efforts toward the reduction of the ALL Injury Incidence Rate in the District's Coal mines in accordance with the

performance goals and indicators.

Monitor mine safety and health program area to ensure that citations/orders are timely terminated, and Hazard Condition Compleints are timely processed.

Performance Standard

Performance is satisfactory when:

A 5% reduction in FY10 from the average number of fatalities for FY2005 - FY2009.

Meets described level of performance (narrative not required)

The status of citations issued is monitored for timeliness of abatement. Performance will be measured by the degree to which the District is able to terminate citations within the period established by policy for abatement, and Hazard Condition Complaints are timely processed. Progress will be measured by using a variety of reports.

Narrative

The supervisor believes in firm and fair enforcement. To reduce injuries and fatalities he has instructed the inspectors to use the appropriate level of enforcement when issuing citations and orders. He reviews all citations and orders issued by the inspectors, providing oversight to ensure consistency among his workgroup.

The supervisor provided accident reports, information related to serious injuries, near misses and fatalities to be shared with the miners and operators by the inspectors, thus enhancing public relations with the mining community. This information was presented in a manner that corresponded with conditions and situations that might be present at each mine.

The inspectors have been instructed to make sure all citations/orders/safeguards are abated within the appropriate time frame. The supervisor monitors the due dates and holds the inspectors responsible for the paperwork they issue. When citations/orders/safeguards have been found to be past due, the issuing inspector has been immediately assigned to return to the mine and investigate to ensure the abatement has been completed.

Form DL 1-382 Revised September 2009 Previous editions are not usable.

Result #2 Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 — Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and goal 10 — Voice in the Workplace. Demonstrates efforts toward the reduction of the fatalities and injuries in the District's Coal mines by using the MSHA Key Indicator and other reports to direct resources to monitor and improve enforcement performance and quality in accordance with the performance goals and indicators. Incumbent monitors MSHA Coal Key Indicator and other reports for performance results outsid the acceptable norms and averages for the Coal Districts' unique and distinct performance levels. Incumbent understands the effects of the District's geography and work load when determining acceptable average performance baselines. Performance Standard Performance Standard Performance is satisfactory when: The incumbent demonstrates the use of the MSHA Key Indicators and other reports in the daily managerial decision-making process, demonstrates an understanding of the root causes for variances in monthly reporting, assigns responsibility for the variances, accounts for their occurrence and remedy where applicable and shares best practices with relevant MSHA employees. The incumbent must ensure that the completion rate of all E01 inspections is 100% within their respective District. Exception to the only may be granted if the Incumbent can demonstrate supporting aberralions beyond the control of the incumbents management ability that prevented 100% completion. The completion rate of all E01 inspections at 100% will be for all coal mines district-wide. Narrative The supervisor insists and instills in his inspectors to be firm and fair in enforcement of the Agency's policies and regulations. He has encouraged inspectors to use the appropriate level of enforcement when issuing citations and orders. Key Indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding
and other reports to direct resources to monitor and improve enforcement performance and quality in accordance with the performance goals and indicators. Incumbent monitors MSHA Coal Key Indicator and other reports for performance results outsid the acceptable norms and averages for the Coal Districts' unique and distinct performance levels. Incumbent understands the effects of the District's geography and work load when determining acceptable average performance baselines. Performance Standard Performance Is satisfactory when: The incumbent demonstrates the use of the MSHA Key indicators and other reports in the daily managerial decision-making process, demonstrates an understanding of the root causes for variances in monthly reporting, assigns responsibility for the variances, accounts for their occurrence and remedy where applicable and shares best practices with relevant MSHA employees. The incumbent must ensure that the completion rate of all E01 inspections is 100% within their respective District. Exception to the only may be granted if the incumbent can demonstrate supporting aberrations beyond the control of the incumbent's management ability that prevented 100% completion. The completion rate of all E01 inspections at 100% will be for all coal mines district-wide. Narrative The supervisor insists and instills in his inspectors to be firm and fair in enforcement of the Agency's policies and regulations. He has encouraged inspectors to use the appropriate level of enforcement when issuing citations and orders. The supervisor uses the MSHA key indicators and other reports to direct resources to monitor and improve enforcement performance and quality in accordance with the performance goals and indicators. Key indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding the root cause discrepancies in monithy reporting. The supervisor paguingers he use of the data retrieval extending the root cause discrepancies in monithy reporting.
Performance is satisfactory when: The incumbent demonstrates the use of the MSHA Key indicators and other reports in the daily managerial decision-making process, demonstrates an understanding of the root causes for variances in monthly reporting, assigns responsibility for the variances, accounts for their occurrence and remedy where applicable and shares best practices with relevant MSHA employees. The incumbent must ensure that the completion rate of all E01 inspections is 100% within their respective District. Exception to thi only may be granted if the incumbent can demonstrate supporting aberrations beyond the control of the incumbent's management ability that prevented 100% completion. The completion rate of all E01 inspections at 100% will be for all coal mines district-wide. Narrative The supervisor insists and instills in his inspectors to be firm and fair in enforcement of the Agency's policies and regulations. He has encouraged inspectors to use the appropriate level of enforcement when issuing citations and orders. The supervisor uses the MSHA key indicators and other reports to direct resources to monitor and improve enforcement performance and quality in accordance with the performance goals and indicators. Key indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding the root cause discrepancies in monthly reporting. The supervisor encourages the use of the data retrieval system and mine profile.
The incumbent demonstrates the use of the MSHA Key Indicators and other reports in the daily managerial decision-making process, demonstrates an understanding of the root causes for variances in monthly reporting, assigns responsibility for the variances, accounts for their occurrence and remedy where applicable and shares best practices with relevant MSHA employees. The incumbent must ensure that the completion rate of all E01 inspections is 100% within their respective District. Exception to the only may be granted if the incumbent can demonstrate supporting aberrations beyond the control of the incumbent's management ability that prevented 100% completion. The completion rate of all E01 inspections at 100% will be for all coal mines district-wide. Narrative The supervisor insists and instills in his inspectors to be firm and fair in enforcement of the Agency's policies and regulations. He has encouraged inspectors to use the appropriate level of enforcement when issuing citations and orders. The supervisor uses the MSHA key indicators and other reports to direct resources to monitor and improve enforcement performance and quality in accordance with the performance goals and indicators. Key indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding the root cause discrepancies in monthly reporting. The supervisor encourages the use of the data retrieval system and mine procing.
process, demonstrates an understanding of the root causes for variances in monthly reporting, assigns responsibility for the variances, accounts for their occurrence and remedy where applicable and shares best practices with relevant MSHA employees. The incumbent must ensure that the completion rate of all E01 inspections is 100% within their respective District. Exception to the only may be granted if the incumbent can demonstrate supporting aberrations beyond the control of the incumbent's management ability that prevented 100% completion. The completion rate of all E01 inspections at 100% will be for all coal mines district-wide. Narrative The supervisor insists and instills in his inspectors to be firm and fair in enforcement of the Agency's policies and regulations. He has encouraged inspectors to use the appropriate level of enforcement when issuing citations and orders. The supervisor uses the MSHA key indicators and other reports to direct resources to monitor and improve enforcement performance and quality in accordance with the performance goals and indicators. Key indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding the root cause discrepancies in monthly reporting. The supervisor encourages the use of the data retrieval system and mine profile.
The supervisor insists and instills in his inspectors to be firm and fair in enforcement of the Agency's policies and regulations. He has encouraged inspectors to use the appropriate level of enforcement when issuing citations and orders. The supervisor uses the MSHA key indicators and other reports to direct resources to monitor and improve enforcement performance and quality in accordance with the performance goals and indicators. Key indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding the root cause discrepancies in monthly reporting. The supervisor encourages the use of the data retrieval system and mine profile.
The supervisor uses the MSHA key indicators and other reports to direct resources to monitor and improve enforcement performance and quality in accordance with the performance goals and indicators. Key indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding the root cause discrepancies in monthly reporting. The supervisor encourages the use of the data retrieval system and mine profile.
performance and quality in accordance with the performance goals and indicators. Key indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding the root cause discrepancies in monthly reporting. The supervisor encourages the use of the data retrieval system and mine profile.
1000 Cause discrepancies in monthly reporting. The supervisor encourages the use of the data retrieval system and mine profits.

Form Dt. 1-382 Revised September 2009 Previous editions are not usable.

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 76 of 129 PageID #: 3395

Result #3 In support of the Secretary's Vision of Goo wages and overtime, particularly in high-ris	Exceed
Take appropriate action to ensure the Distremental exceeding the allowable limits.	rict achieves a 2% reduction from the previous year for dust and noise sample results
Performance Standard	
Performance is satisfactory when:	
inspections to larget the most egregious ar	t 4x/yr for underground and 2x/year for surface in addition to conducting focused and persistent violators; initiate systematic reviews of the quality of dust controls in plans to foster continuous improvement. Conduct a noise survey for each entity (both
Narrative	

The supervisor ensured that all respirable dust sampling was conducted at 100% for underground and surface mines for FY 10. The GPRA dust standard target for the field office was exceeded in all four quarters which greatly enhanced the assigned target for the District GPRA goals.

Form DL 1-382 Revised September 2009 Previous editions are not usable.

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 77 of 129 PageID #: 3396

In support of the Secretary's vision of Good Jobs for Everyone through Outcome Goal 2 — Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and Goal 10 — Voice in the Workplace: Use all available tools in an effort to reduce and/or eliminate the inconsistent enforcement of MSHA regulations, the Mine Act and the MINER Act. Use all available tools in an effort to reduce and/or eliminate the deficiencies identified in Accountability, District and Peer reviews. Incumbent will review findings noted in such reviews and timety implement corrective actions. Performance Standard Performance is met when: (1) MSHA handbook, policy and procedures have been followed; (2) Required Mine visits are completed; (3) Demonstrated efforts have been made to reduce or eliminate repeat audit findings and personnel are trained as necessary. (4) Field Activity and Second Level reviews are accurately completed and all deficiencies are addressed; (5) There are clear demonstrated efforts made to help assure consistency in citations/orders issued; (6) Hazard Condition Complaints are timely processed; and (7) Conferences and contested cases are conducted in accordance with MSHA handbook, policy and procedural guidance. All reductions or changes by a District CLR during conferences or contested cases have been made with good reason and clear documentation provided. All settlement proposals have been reviewed and approved by MSHA management prior to settlement and remove documentation provided.	Result #4	Exceed	☐ Meet	☐ Need to Improve	☐ Fall
the MINER Act. Use all available tools in an effort to reduce and/or eliminate the deficiencies identified in Accountability, District and Peer reviews. Incumbent will review findings noted in such reviews and timely implement corrective actions. Performance Standard Performance is met when: (1) MSHA handbook, policy and procedures have been followed; (2) Required Mine visits are completed; (3) Demonstrated efforts have been made to reduce or eliminate repeat audit findings and personnel are trained as necessary. (4) Field Activity and Second Level reviews are accurately completed and all deficiencies are addressed; (5) There are clear demonstrated efforts made to help assure consistency in citations/orders issued; (6) Hazard Condition Complaints are timely processed; and (7) Conferences and contested cases are conducted in accordance with MSHA handbook, policy and procedural guidance. All reductions or changes by a District CLR during conferences or contested cases have been made with good reason and clear documentation provided. All settlement proposals have been reviewed and approved by MSHA management prior to	In support of the Secretary's vision of Good Jobs for Everyone workplaces, wages and overtime, particularly in high-risk industries a	through Outcome Go and Goal 10 - Voice in	al 2 – Sec the Workp	uring safe and healthy place:	1
Incumbent will review findings noted in such reviews and timely implement corrective actions. Performance Standard Performance is met when: (1) MSHA handbook, policy and procedures have been followed; (2) Required Mine visits are completed; (3) Demonstrated efforts have been made to reduce or eliminate repeat audit findings and personnel are trained as necessary. (4) Field Activity and Second Level reviews are accurately completed and all deficiencies are addressed; (5) There are clear demonstrated efforts made to help assure consistency in citations/orders issued; (6) Hazard Condition Complaints are timely processed; and (7) Conferences and contested cases are conducted in accordance with MSHA handbook, policy and procedural guidance. All reductions or changes by a District CLR during conferences or contested cases have been made with good reason and clear documentation provided. All settlement proposals have been reviewed and approved by MSHA management prior to	the MINER Act.				
(1) MSHA handbook, policy and procedures have been followed; (2) Required Mine visits are completed; (3) Demonstrated efforts have been made to reduce or eliminate repeat audit findings and personnel are trained as necessary; (4) Field Activity and Second Level reviews are accurately completed and all deficiencies are addressed; (5) There are clear demonstrated efforts made to help assure consistency in citations/orders issued; (6) Hazard Condition Complaints are timely processed; and (7) Conferences and contested cases are conducted in accordance with MSHA handbook, policy and procedural guidance. All reductions or changes by a District CLR during conferences or contested cases have been made with good reason and clear documentation provided. All settlement proposals have been reviewed and approved by MSHA management prior to	Incumbent will review findings noted in such reviews and timely imple	ement corrective action	is.	ly, District and Fest (7415413.
 (1) MSHA handbook, policy and procedures have been followed; (2) Required Mine visits are completed; (3) Demonstrated efforts have been made to reduce or eliminate repeat audit findings and personnel are trained as necessary. (4) Fleld Activity and Second Level reviews are accurately completed and all deficiencies are addressed; (5) There are clear demonstrated efforts made to help assure consistency in citations/orders issued; (6) Hazard Condition Complaints are timely processed; and (7) Conferences and contested cases are conducted in accordance with MSHA handbook, policy and procedural guidance. All reductions or changes by a District CLR during conferences or contested cases have been made with good reason and clear documentation provided. All settlement proposals have been reviewed and approved by MSHA management prior to 	Performance Standard				
 (2) Required Mine visits are completed; (3) Demonstrated efforts have been made to reduce or eliminate repeat audit findings and personnel are trained as necessary. (4) Field Activity and Second Level reviews are accurately completed and all deficiencies are addressed; (5) There are clear demonstrated efforts made to help assure consistency in citations/orders issued; (6) Hazard Condition Complaints are timely processed; and (7) Conferences and contested cases are conducted in accordance with MSHA handbook, policy and procedural guidance. All reductions or changes by a District CLR during conferences or contested cases have been made with good reason and clear documentation provided. All settlement proposals have been reviewed and approved by MSHA management prior to 	Performance is met when:				
settlement and proper documentation maintained.	 (2) Required Mine visits are completed; (3) Demonstrated efforts have been made to reduce or eliminat (4) Field Activity and Second Level reviews are accurately completed; (5) There are clear demonstrated efforts made to help assure c (6) Hazard Condition Complaints are timely processed; and (7) Conferences and contested cases are conducted in accordance All reductions or changes by a District CLR during conference 	te repeat audit findings pleted and all deficienc onsistency in citations/ ance with MSHA handb ces or contested cases	cies are ad orders iss book, polic s have bee	idressed; ued; ry and procedural guid to made with good rea	ance.

The supervisor uses all available tools and resources to eliminate the inconsistent enforcement of MSHA regulations, the Mine Act and the Miner Act.

The supervisor meticulously monitors all reports to ensure consistency in an effort to reduce and/or eliminate the deficiencies in accountability, district and peer reviews. He exhibits a high degree of understanding of MSHA handbooks, policy and procedures. He makes regular mine visits, AA and FAR, at assigned mines in an effort to maintain good and open communication with miners, mine operators and inspection personnel. The professional approach has frequently prevented issues from bypassing the field office and going to the district level. These are conducted in accordance with MSHA handbook, policy and procedural guidance. The supervisor has displayed a high level of effort and qualities by implementing the overall organizational performance objectives and management systems to enhance the ability of individuals to identify problems and give them the resources necessary to address the problems when responding to hazardous conditions complaints and process them in a timely manner.

Performance Management Plan for Managers and Supervisors



1. Employse Name (last, first, middle)	Informations 2. Organization	建海。如此一种 有种的		
Moore, Thomas V.	Coal			
3. Title, Series, Grade .		al Period (mm/dd/yyyy),		
FIELD OFFICE SUPERVISORY, GS-1822,13	11117	2010 10 10/19/2011		
5. Supervisory Status Code 2 - Supervisor or Manager				
ENTER A PERFECT PRODUCTION OF THE PROPERTY OF	and standard steering attorned to the let-	经1000000000000000000000000000000000000		
1. I certify that this performance plan X All critical results elements link to the				
olements and clondome mair	measurable and/or observable results.			
Rating Official Signature X Link to the employee's position description	ription and reflect the duties and responsibili	tiles assigned to the employee. Date (mm/dd/yyyy)		
2. restrict Ciricial Signature		11-15-2010		
3. Reting Official Name (last, first, middle)		11-8-210		
Selfe, Lincoln L.				
4. Rating Official Title				
Assistant District Manager, Inspection Division I				
5. Prototype elements and/or standards Yes No				
1. Position description is correct? Yes No (If No, explain below.)	2. Rating Official Signature	Dale (mm/dd/yyyy)		
	3. Rating Official Name (last, first, middle)	11-15-2010		
	Selfe, Lincoln L.			
	4. Rating Official Title			
	Assistant District Manager, Inspection	on Division 1		
A Company of the Personal Comp	formanco Managoment, Plan			
1a. I discussed this plan with employee. 1b. Employee written comments are	2. Employee Signature	Date (mm/dd/yyyy)		
⊠ Yes □ No altached. □ Yes ☒ No	Chample Mare	_ 11/15/20/0		
3. Bating Official Signature Date (mm/dd/yyyy)	8. Reviewing Official Signature	Date (mm/qd/yyyy)		
Joek & Seth D. 11-15-2010	Thought XI. Hard	ma 11/11/2010		
4. Rating Official Name (last, that, Intellet) Selfe, Lincoln L.	7. Reviewing Official Name (last, first, mice Hardman, Robert G.	idle)		
5. Rating Official Title	8. Reviewing Official Title	- William		
Assistant District Manager, Inspection Division 1	District Manager			
Control of the Property of the				
1 The middenn products ravious	3. Rating Official Signature	Date (mm/dd/yyyy)		
has been conducted. Yes No (If No. explain below.)	Thow I duty	05-05.2011		
	4. Rating Official Name (last, ficel, middle)			
	Jelfe Gordo l			
2. Employee Signature Date (mon/dd/yyyy)	5. Rating Official Title			
56/20/	1 40 14	THE THE PROPERTY OF THE PROPER		
و معالقتات و المائية و المائية المنطقة المائية الم	opraisal and Rating 1			
Indicate performance appraisal and rating below.	- managaranananan - mar	2a. I discussed this appraisal with employee.		
Exemplary Exceed standards for all elements Highly Effective Exceed standards for 50% or more elements to	and and all annual atom dends for all allows after a			
Highly Effective Exceed standards for 50% or more elements to Effective Meet standards for all elements and may exce				
Minimally Satisfactory Need to Improve performance for one or more		2b. Employee written comments are attached		
Unsatisfactory Fall to meet standards on one or more elemen		Yes ANO		
3. Purpose of Appraisal Interim Rating Rating of Record	17	Date (mgs/dd/yyyy)		
	Thomas Alaon	- Jaly Jan		
4-Rating Official Signature Date (mm/tdd/yyyy)	8. Reviewing Official Signature	Dale (min/cd/yyyy)		
Jan L Luge > 10/14/2011	Childy to	10-19-11		
5. Rating Official Name (rast, (f.s), michie)	9. Reviewing Official Name (last, first, middle)			
Selfe, Lincoln L., Jr.	Charles E. Carpenter			
6. Rating Official Title Assistant District Manager	10. Reviewing Official Title District Manager			
Inspection Division 1				
and an				

Page 1 of 13

Form CA. 1-382 Playlead Seplamber 2018 Provinces occions are not usable, 1. For each element, select the appropriate rating. Element ratings: E = Exceed; M = Meet; Nt = Need to Improve; F = Fall

H. Other Significant Accomplishments

Managerial Competency Elements	Element Rating				
managenal Competency Claments	E	M	NI	F	
Leadership	V.				
Resource Management					
Coalition Building and Communication	1				
Problem Solving and Initiative	1				
Equal Employment Opportunity					

Organizational Performance Elements	E	leme	nt Ratio	ng
	E	M	NI	F
Result 1	V.			
Result 2	1			
Result 3				
Result 4		4		

1. Please describe other significant accomplishments in the space below.

I. I. Managerial Competency Elements	A PERSON CONTROL OF SERVICE FOR A PRO-

1. Leadership

Exceed Meet Need to Improve Fail

-

Performance Standard for Meet

- Develops and maintains long and short-term strategic planning to facilitate the achievement of the Agency's mission, consistent with key Agency policies and priorities and economic, political, and social trends affecting the organization.
- · Anticipates and meets the needs of clients/customers. Sets standards for customers' needs and satisfaction and meets them.
- Uses Agency performance plans and other management systems to link individual performance to outcomes and to overall organizational performance objectives.
- Promotes and maintains diverse and inclusive workforce by actively recruiting and hiring from diverse applicant pools; fostering
 collaboration with individuals from diverse backgrounds, perspectives, and experiences; ensuring opportunities for growth exist equitably
 for all employees; and providing fair and equitable recognition of accomplishments for all employees.

Narralive

The supervisor vigorously monitors the status of all inspections with daily two-way conversation with the inspectors, office personnel and all others that are involved in the inspection process. As a result of these constant communications, if any adjustments or reassignments are deemed necessary; the supervisor makes them with great fortitude with the goals and mission of the Agency as the primary objective. The supervisor has an open door policy that promotes and provides an atmosphere that encourages input thus allowing problem solving to remain at the lowest level possible. The supervisor has developed plans for both short term goals and long term goals that adhere to key Agency policies as well as economic, social and political trends.

During the year many hours of discussions with the mine operators, compliance specialist and others have allowed for unforeseen problems to be addressed even before they became a problem. This allows the supervisor to address and thandle controversy before it escalates. By continuing to stay in touch with the miners, mine operators, other enforcement agencies and other elements of the mining community, the needs of the community are anticipated and approached with a proactive attitude. By staying actively involved issues have been avoided before they became a serious problem for the miners, mining community and the Agency.

The supervisor makes regular visits, AA and FAR, to assigned mines in an effort to maintain good and open communications with miners, mine operators and inspection personnel. This professional approach has frequently prevented issues from by-passing the field office and going to the district level. The supervisor has fostered a trust and respect from miners, mine operators and inspectors that he has frequently been requested by the mine operator to assist in resolving mine problems.

The supervisor has displayed a high level of effort and qualities by implementing the overall organizational performance objective and management systems to link and enhance the ability of individuals to identify problems and give them the resources necessary to address most problems.

The supervisor leads by example and fosters a team almosphere that improves communication and morale in the work group(s).

Previous editions are not usable.
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
2. Resource Management
Performance Standard for Meet • Ensures that staff are appropriately selected, utilized, appraised and developed. Actively develops the talent of the staff and develops qualified candidates for positions in the organization.
 Prevents staff from working unauthorized overtime hours by consistently applying Fair Labor Standards Act (FLSA) and DOL policy regarding overtime, maintaining an awareness of staff hours worked and organizational goals accomplished, and ensuring staff are knowledgeable of how FLSA designation impacts overtime eligibility and authorization.
 Uses informal training, continuous managerial assessments, frequent and constructive feedback and appropriate recognition to promote staff morale and to ensure quality work products and customer service.
 Proactively works to maintain a safe workplace and to prevent accidents, injuries and illness. Resolves conflicts in a positive and constructive manner.
 Assures that the organizational budget is administered in a manner that supports the accomplishment of program goals and reflects sound financial management.
 Davelops, implements, and maintains strategic and operational plans to facilitate the achievement of program responsibilities, assigned under the American Recovery and Reinvestment Act (ARRA) provisions, consistent with the Secretary's enduring vision of Good Jobs for Everyone. Assures that allocated ARRA funds are administered in accordance with the Department's "Operating Plans for Departmental Management Funds in the American Recovery and Reinvestment Act", and complies with Departmental requirements for accurate recording and reporting of ARRA-related activities and resource utilization.
 Actively recruits to attract and select qualified applicants with the competencies needed to successfully meet Departmental Fiscal Year 2010 hiring goals by embracing the use of available hiring flexibilities, developing robust recruitment strategies, and maximizing the use of technology. Applies merit principles to develop, select, and manage a diverse workforce.
Narrative The supervisor is an advocate of treating everyone fairly and equitable. He promotes and encourages this policy by example. Employees have been trained as to what steps to take concerning issues of discrimination.
The supervisor uses informal training such as meetings within the work group to promote team effort and sharing knowledge and experiences of Individuals to reach set goals and policies of all assigned mines.
The leadership abilities foster a team atmosphere that broadens collectivity and individually the work group's knowledge and enables the work group to meet our mission and goals.
The supervisor encourages and promotes safety of the office as well as while performing duties of the mines and facilities. This is achieved by conducting safety meetings and raising employee's awareness of their immediate environment.
The supervisor has maintained control over the resources in his assigned area of responsibility and has often during this rating period required adjusting priorities and manpower to meet deadlines and to gather mine specific information for requests from the district.
The agency's budget is administered in a manner that supports the goals and mission of the agency. This has been done with a proactive attitude involving monitoring the status of all inspection with daily two-way conversations with the inspectors and the use of key indicators on regular (ED1) on-site inspection hours by day of week by inspectors.
The supervisor evaluates the employees and keys upon their strengths and weaknesses. He formulates teams utilizing the strengths of the employees and uses the teams for cross-training purposes to elevate the employee's weaknesses to result in a stronger more balanced workforce and provides a more consistent and better quality service to our stakeholders.
The supervisor has maintained control over the resources in his assigned area of responsibility and often during this rating period was required to adjust priorities and manpower to meet deadlines and to gather mine specific information for requests from the district.
· ·

٥.	CUBINIUM	Bunning	allu	VAIIIII	ncauvii

	ENLEGU	III INICCI	I IACON M INITIONA	L rai
--	--------	------------	--------------------	-------

Performance Standard for Meet

- Promotes an open, communicative environment where staff can readily access resources and move forward to accomplish common goals
 and tasks. Handles workplace disputes promptly and effectively.
- Makes clear to staff what is expected of them both individually and as a team/group; clarifies the extent of their authority.
- Effectively represents the Department and the program agency internally and externally. Actively engages the cooperation of internal and
 external stakeholders in working on common tasks or group projects; shares work and decision-making with others.

Narrative

There is an open retationship among employees' that fosters a positive environment among the staff that allows common goals and tasks to be accomplished. There have been no workplace disputes between the employee's or the employee's and supervisor. The supervisor promotes an open, communicative environment where employees can readily access information and resources to move forward and accomplish goals and tasks. Good working relationships and communications with fair and open-minded values minimize disputes promptly and effectively.

Expectations, both individually and as a group, have been addressed many times during the year. Assignments have been fair and evenly assigned.

By having an open communication line between the mining communities, the supervisor and others in the mining community, common tasks, goals and projects have been addressed during the year. By sharing the work during the course of the year, decision making has been made easier by all the employees. The supervisor makes clear to the mine operators what is required and expected from them with prompt notification of any incident that occurs at the mine. This process has enabled the inspector to conduct his inspection/investigation in a timeller report, and reduced exposure of miners to unsafe working conditions.

The supervisor has made himself readily available to the inspectors to assist and provide guidance when warranted. Through this effort, coalition of the work group has been easily attained and fostered.

4. Probl	lem Solving and Initiative	☑ Exceed ☐ Meet ☐ Need to Improve ☐ Fall
	nance Standard for Meet Stresses innovation and risk-taking. Analyzes problems and develops alte calculated risks to move program forward.	emative solutions, emphasizing new approaches. Takes
•	Displays an attitude that accepts mistakes as part of the developmental pro-	ocess, as the organization works to achieve results.
Varrative		***************************************
The sup accepts	pervisor has been innovative and has not hesitated in taking risks to move the mistakes with the attitude as part of the developmental process.	a Agency programs forward at any given opportunity. He
The sup	ervisor has worked with the technical program groups to explore and create By involving the technical groups, he has motivated the inspectors to develop	alternative resolutions to many of the problems encountered in

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 83 of 129 PageID #: 3402

5. Equal Employment Opportunity		☐ Exceed ☑ A	fleet
Performance Standard for Meet Ensures continuing application of, and compromptly addresses allegations of prohibite throughout the organization.	npliance with, applicable Equal Emp ed discrimination, harassment, and	sloyment Opportunity (EEC retallation; ensures EEO p) laws, regulations, and policles. rinciples are adhered to
Narrative The supervisor displays a strong awareness concern relantlessiy to promote a better working relationship	ing discrimination matters and com between the employees and the su	pliance with EEO laws, reg pervisors.	ulations and policies. He works
The supervisor is an advocate of treating everyone for been trained as to what steps are to be taken concer	alrly and equitably. He promotes a		y example. Employees have
The supervisor uses informal training such as meetir Individual efforts to reach set goals and policies of al	ngs within the work group to promot I assigned mines.	e team effort and sharing l	cnowledge and experiences of
The leadership abilities foster a team atmosphere the to meet our mission and goals.	at broadens collectively and individe	ually the workgroup's know	ledge and enable the work group
The supervisor encourages and promotes safety at t conducting safety meetings and raising employee av	he office as well as while performin vareness of their immediate enviror	g duties at the mines and t ment and surroundings.	aclifiles. This is achieved by
All employees are treated fair and equitable.	2		
The supervisor is an active mentor and frequently tra improve overall performance.	evels with the inspectors monitoring	their performance and pro	oviding feedback as necessary to
	*		
	5		
	Page 4 of 8		Form Dt. 1-382 Rovised September 2009 Provious addions are not usable.
	rage 4 di 0	4	8
			S.
×			189

J. Organizational Performance Elements

At the beginning of the performance cycle, the rating official must provide, in Section J, four critical, results-specific elements and standards, at least one of which demonstrates linkage with the Secretary's vision of *Good Jobs for Everyone* that the employee will be held accountable for during the performance cycle. Each performance standard must be written at the Meets level and includes measures of performance such as quality, quantity, timeliness and cost effectiveness. Standards should be clear and not include datailed milestones or descriptions of the process and methods used to achieve the results.

in assigning a rating to each element, please rate the employee at one of the following four levels and include a written narrative as appropriate:

- Exceeds described level of performance (narrative required)
- Meets described level of performance (narrative not required)
- Needs to Improve in order to meet the level of performance (narrative required)
- Fails to meet described level of performance (narrative required)

R	ASI	ılt	#1

▼ Exceed

☐ Meet

■ Need to Improve

Fait

In support of the Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 — Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and Outcome Goal 10 — Voice in the Workplace:

Demonstrates efforts toward the reduction of the mining fatality injury incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Demonstrates efforts toward the reduction of the ALL Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and Indicators.

Monitor mine safety and health program area to ensure that citations/orders are timely terminated, and Hazard Condition Complaints are timely processed.

Performance Standard

Performance is satisfactory when:

A 5% reduction in FY10 from the average number of fatalities for FY2005 - FY2009.

The status of citations issued is monitored for timeliness of abatement. Performance will be measured by the degree to which the District is able to terminate citations within the period established by policy for abatement, and Hazard Condition Complaints are timely processed. Progress will be measured by using a variety of reports.

Narrative

The supervisor believes in firm and fair enforcement. To reduce injuries and fatalities he has instructed the inspectors to use the appropriate level of enforcement when issuing citations and orders. He reviews all citations and orders issued by the inspectors, providing oversight to ensure consistency among his workgroup.

The supervisor provided accident reports, information related to serious injuries, near misses and fatalities to be shared with the miners and operators by the inspectors, thus enhancing public relations with the mining community. This information was presented in a manner that corresponded with conditions and situations that might be present at each mine.

The inspectors have been instructed to make sure all citations/orders/safeguards are abated within the appropriate time frame..

The supervisor monitors the due dates and holds the inspectors responsible for the paperwork they issue which has resulted in very few citations going beyond the date scheduled for abatement. When any citations/orders/safeguards have been found to be past due, the issuing inspector has been immediately assigned to return to the mine and investigate to ensure the abatement has been completed.

S----le

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 85 of 129 PageID #: 3404

Result #2	TY Exceed	☐ Meet	■ Need to Improve	☐ Fail
In support of the Secretary's Vision of Good Jobs for Everyone the wages and overtime, particularly in high-risk industries and goal 1			_	olaces,
Demonstrates efforts toward the reduction of the fatalities and inju and other reports to direct resources to monitor and improve enforperformance goals and indicators. Incumbent monitors MSHA Cothe acceptable norms and averages for the Coal Districts' unique effects of the District's geography and work load when determining	rcement performance an oal Key Indicator and oth and distinct performance	d quality in er reports for levels. Inc	accordance with the or performance result cumbent understands	oulside
Performance Standard				
Performance is satisfactory when:			er programme	
Performance is satisfactory when: The incumbent demonstrates the use of the MSHA Key Indicators process, demonstrates an understanding of the root causes for vavariances, accounts for their occurrence and remedy where application incumbent must ensure that the completion rate of all E01 insonly may be granted if the incumbent can demonstrate supporting ability that prevented 100% completion. The completion rate of all	iriances in monthly repor cable and shares best pri spections is 100% within aberrations beyond the	ting, assign actices with their respec control of the	s responsibility for the relevant MSHA empi tive District. Excepti- ne incumbent's mana	byees. on to this gement
The incumbent demonstrates the use of the MSHA Key Indicators process, demonstrates an understanding of the root causes for variances, accounts for their occurrence and remedy where applic The incumbent must ensure that the completion rate of all E01 insonly may be granted if the incumbent can demonstrate supporting	iriances in monthly repor cable and shares best pri spections is 100% within aberrations beyond the	ting, assign actices with their respec control of the	s responsibility for the relevant MSHA empi tive District. Excepti- ne incumbent's mana	byees. on to this gement
The incumbent demonstrates the use of the MSHA Key Indicators process, demonstrates an understanding of the root causes for variances, accounts for their occurrence and remedy where applic The incumbent must ensure that the completion rate of all E01 insonly may be granted if the incumbent can demonstrate supporting	iriances in monthly repor cable and shares best pri spections is 100% within aberrations beyond the	ting, assign actices with their respec control of the	s responsibility for the relevant MSHA empi tive District. Excepti- ne incumbent's mana	byees. on to this gement
The incumbent demonstrates the use of the MSHA Key Indicators process, demonstrates an understanding of the root causes for variances, accounts for their occurrence and remedy where applic The incumbent must ensure that the completion rate of all E01 insonly may be granted if the incumbent can demonstrate supporting	iriances in monthly repor cable and shares best pri spections is 100% within aberrations beyond the	ting, assign actices with their respec control of the	s responsibility for the relevant MSHA empi tive District. Excepti- ne incumbent's mana	byees. on to this gement
The incumbent demonstrates the use of the MSHA Key Indicators process, demonstrates an understanding of the root causes for variances, accounts for their occurrence and remedy where applic The incumbent must ensure that the completion rate of all E01 insonly may be granted if the incumbent can demonstrate supporting	iriances in monthly repor cable and shares best pri spections is 100% within aberrations beyond the	ting, assign actices with their respec control of the	s responsibility for the relevant MSHA empi tive District. Excepti- ne incumbent's mana	byees. on to this gement

The supervisor uses the MSHA key indicators and other reports for oversight assistance and directs resources to improve enforcement performance and quality in accordance with the performance goals set by the Agency.

Key indicators are used by the supervisor in the daily decision making process by the supervisor high level of understanding the root cause discrepancies in monthly reporting. The supervisor encourages the use of the data retrieval system and mine profile program that will help develop an inspection profile and/or strategy that meets the Agency's mission and goal.

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 86 of 129 PageID #: 3405

		_		
Result #3	☐ Exceed	Meet	☐ Need to Improve	☐ Fail
In support of the Secretary's Vision of Good Jobs for Everyone through (wages and overtime, particularly in high-risk industries and goal 10 - Vol	Outcome Goal 2 - ce in the Workpla	-Securing s ice:	afe and healthy work	places,
Take appropriate action to ensure the District achieves a 2% reduction freexceeding the allowable limits.	om the previous y	ear for dus	t and noise sample re	suits
Performance Standard				
Performance is satisfactory when:				
All entitles are sampled for Respirable dust 4x/yr for underground and 2x inspections to target the most egregious and persistent violators; initiate approved mine ventilation and dust control plans to foster continuous impunderground and surface) 1x a year.	svatematic review	is of the our	ality of dust controls in	1
				80
	(20)			
			Y	
n *				
Narrativa				

The supervisor ensured that all respirable dust sampling was conducted at 100% for underground and surface mines for FY 10. The GPRA dust standard target for the field office was exceeded in all four quarters which greatly enhanced the assigned target for the District GPRA goals.

Form DL 1-382 Revised September 2009 Previous editions are not usable.

Result #4	٤.	☐ Exceed	☑ Meet	Need to Improve	☐ Fall
In support of the Secretary's vision of owages and overtime, particularly in hig	3ood Jobs for Everyone through C h-risk industries and Goal 10 – Vo	Dutcome Goal 2 - Solice in the Workplac	ecuring safe e:	and healthy workpl	aces,
Use all available tools in an effort to re the MINER Act. Use all available tools in an effort to re Incumbent will review findings noted in	duce and/or eliminate the deficien	cles Identified in Ac	countability,		
Performance Standard					÷ '
Performance is met when:	ii				•
 (2) Required Mine visits are com (3) Demonstrated efforts have be (4) Field Activity and Second Lev (5) There are clear demonstrates (6) Hazard Condition Complaints (7) Conferences and contested of All reductions or changes by 	een made to reduce or eliminate re vel reviews are accurately complet d efforts made to help assure cons sere timely processed; and cases are conducted in accordance a District CLR during conferences d. All settlement proposals have b	ed and all deficience distency in citations/ de with MSHA handb or contested cases	ies are addri orders issue ook, policy a have been r	essed; d; and procedural guid; made wilh good rea	ance. son and

Narrative

The supervisor uses all available tools and resources to eliminate the inconsistent enforcement of MSHA regulations, the Mine Act and the Miner Act.

The supervisor meticulously monitors all reports to ensure consistency in an effort to reduce and/or eliminate the deficiencies in accountability, district and peer reviews. He exhibits a high degree of understanding of MSHA handbooks, policy and procedures. He makes regular mine visits, AA and FAR, at assigned mines in an effort to maintain good and open communication with miners, mine operators and inspection personnel. The professional approach has frequently prevented issues from bypassing the field office and going to the district level. These are conducted in accordance with MSHA handbook, policy and procedural guidance. The supervisor has displayed a high level of effort and qualities by implementing the overall organizational performance objectives and management systems to enhance the ability of Individuals to identify problems and give them the resources necessary to address the problems when responding to hazardous conditions complaints and process them in a timely manner.

TAB 6

ATTACHMENT 1: WORKSHEET

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)

ピケニ

101.2/10

10M Moore

Managerial Competency Element: Leadership

Z communicate and manage results-oriented strategic part of the development Consistently anticipates reasonable mistakes as the implementation of standards for effective Agency's performance and meets customers' understanding of the plans to achieve the Accepts employees needs and satisfies customer service. Demonstrates an Agency's goals. Meet Can effectively Indicators. I Seess M by anticipating, addressing, and encourages employees to take awareness and understanding performance indicators under proactively managing current maximize the Agency's ability stakeholders, and employees of the Department's mission service to Agency customers, Provides the highest quality and/or implement forwardlooking strategic plans that Employs innovative uses of calculated risks to improve Actively works to develop Demonstrates extensive to achieve its objectives. Engenders a culture that Agency resources and technologies to meet and strategic vision. and future needs. Its strategic plan. performance. Organizational Performance What This Includes Support for Leadership Strategic Planning Customer Service Innovation & Risk consider customer, stakeholder, and organizational policies and priorities and that promote innovation, efficiency, and Sets standards for customer needs and satisfaction, and meets them. Result 1: Develops and maintains long needs of clients/customers to provide organization works to achieve results economic, political, and social trends Uses effective business practices and short-term strategic planning to including balanced measures to Result 2: Anticipates and meets the Result 3: Displays an attitude that Agency's mission and to improve Evaluation Element facilitate the achievement of the performance consistent with key accepts mistakes as part of the developmental profess, as the employee perspectives. affecting the organization." greater effectiveness. better service. NAR

N/R = Not Rated

Competency Elements (Matrix) Adheres personally to the Provides opportunities for highest ethical standards reward and recognition available performance, of public service and individual and team encourages ethical subordinate staff. Appropriately uses behavior among development. systems. organizational culture that sets personally and establishes an interagency teams to achieve ATTACHMENT 1: WORKSHEET routinely rewards colleagues' Repeatedly demonstrates an ability to link Individual with Acts as a model of integrity service among subordinate performance requirements. Effectively uses agency and expectations of the highest ethical standards of public Departmental and agency Shares recognition and General Schedule Evaluation Guidance for Managerial agency outcomes. accomplishments. staff. TAB 6 What This Includes Individual Performance Reward & Recognition Leadership Support Teamwork requirements to key organizational goals. performance results into decisions Result 5: Promotes and adheres to the between levels of performance in Result 4: Links individual performance ratings. Recoghizes subordinate Makes meaningful distinctions about Individual performance highest ethical standards of public performance and teamwork. incorporates of ganizational Evaluation Element ratings and recognition. N/R = Not Rated NR Confidential Agency Document DLB-000089

TAB 6

ATTACHMENT 1: WORKSHEET

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)

	2	L	· U		
	ž				
M	Meet	Manages agency resources through the utilization and administration of appropriate budget processes and requirements. Makes decisions based on the agency's financial priorities and expenditures.	• Applies merit principles to develop, select, and manage a diverse workforce.	Appropriately utilizes and upgrades technologies to meet agency goals.	
	Exceed		Manages this with an acute understanding of available hiring flexibilities and utilizes them in order to attract and select qualified applicants. Sets and meets hiring goals to maintain strength and reduce lapsed FTE.	Identifies and creatively utilizes current and new technologies to maximize the agency's ability to achieve its priorities. Encourages the use of technology to share information and engage stakeholders.	m
	_	• •	• •	•	
ce Management	What This Includes	Financial Management	Hiring/Diversity	Technology & Modernization	
Managerial Competency Element: Resource	Evaluation Element	Result 1: Understands the organization's Inancial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses costbenefit thinking to set priorities. Develops and implements strategles to reduce erroneous and late payments, prevent Anti-deficiency Act violations, and ensure adequate-management controls.	Result 2: Actively recruits to attract and select qualified applicants with the competencies needed by embracing the use of available hiring flexibilities, developing robust recruitment strategies, and maximizing the use of technology. Applies merit principles to develop, select, and manage a diverse workforce.	ult 3: Understarids the impact of nological developments on the nization. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.	
crial Competency	Evalua	Result 1: Understands the organocial processes. Prepares, justifies, and ad program budget. Oversees procurement an to achieve desired results. Monitors expenditures an benefit thinking to set price of processes of implements reduce erroneous and late prevent Anti-deficiency Agand ensure adequate-man controls.	Result 2: Actively recruits to attract and select qualified applicants with the competencies needed by embracing the of available hiring flexibilities, developin robust recruitment strategies, and maximizing the use of technology. Appliment principles to develop, select, and manage a diverse workforce.	Result 3: Understands the Impact of technological developments on the organization. Makes effective use of technolo achieve results: Ensures access to and security of technology systems.	N/R = Not Rated
Manag	NA				

-			54		
Z			Z		· ·
Meet	• Makes the Fair Labor Standards Act (FISA) and DOL policy available to - employees and management and conveys cxpectations for	W	Meet	• Manages an open, communicative environment that serves the agency's mission.	• Serves as an effective representative of his/her immediate agency/office.
Exceed	In addition, develops and implements strategies that reliably document compliance with FLSA, supplemented by an awareness of staff hours worked to corroborate the effectiveness of these controls.	nication	Exceed	Sets an example of accessibility and transparency. Fosters and reinforces a collaborative and engaged environment that inspires and encourages service, motivation, split, pride and trust.	• Serves as an effective, reliable, and persuasive representative of the agency and Department of Labor on virtually all matters internal and external to the agency.
What This Includes	Fair Labor Standards Act	suilding and Commun	VIII. at This Inchided	Communication & Morale	Internal & External Relations
Transfor Element What This Includes Exceed	ing onsistently [FLSA] and sintaining cd and r, and of how FLSA billity and	Managerial Competency Element: Coalition Building and Communication	- Water	Evaluation Element Result 1: Promotes an open, communicative environment that litspires and encourages service motivation, spirit, pride, and trust. • Facilitates cooperation and motivates individual staff members/teams to accomplish organizational goals. • Manages and resolves conflicts in a	Result 2: Effectively represents the Department and the organization internally and/or externally. • Actively engages the cooperation of Internal and external stakeholders in working on common tasks or group projects; shares work and decisionmaking with others.
62		Manag		ğ Z	0.

N/R = Not Rated

General Schedule Evaluation Guidance for Managerial Competency Elements (Matrix)

Manag	Managerial Competency Element: Problem Solving and Initiative	olving and Initiative		W		
N/R	Evaluation Element	What This Includes	Exceed	Meet	IN	SEE.
	Result 1: Stresses innovation, creativity, and	Innovation & Risk	Clearly demonstrates initiative Ad ability to evolure and	An effective problem solver		
	risk-taking.		create alternative solutions to	Recognizes innovation.]]
	alternative solutions, emphasizing new		· problems.			
	approaches.		 Encourages, promotes, and 			
	 Takes calculated risks to move programs 		supports innovative strategies	•		
-	forward.		among subordinates.			
Mana	Managerial Competency Element: Equal Employment Opportunity and Diversity	ployment Opportunity	, and Diversity	٤		.0
NA	Evaluation Element	What This Includes	Exceed	Meet	Z	E.
	Result 1: Promotes and maintains a diverse	Diversity	 Promotes and manages an 	 Takes diversity into 	({
	and inclusive workfprce.		inclusive warkforce by	account while ensuring fair		
]	 Actively recruits and hires from diverse 	•••	championing diversity as a	and nondiscriminatory		
	applicant pools.		value in all aspects of the	recruitment, hiring,		
	Fosters collaboration with Individuals		agency.	promotion and		
	from diverse backgrounds, perspectives,		 Practices effective recruitment 	recognition.		
	and experience.	F	efforts to increase the pool of	_		
	Ensures that opportunities for growth		quality candidates from	,		
	exist equitably for all employees.		underrepresented groups.			
	Provides fair and equitable recognition of		Promotes diversity at all grade			
	accomplishments for all employees.	•	evels.			

N/R = Not Rated

diversity, recruitment, and Manages the workforce to account EEO principles, meet the needs of the agency by taking into General Schedule Evaluation Guidance for Managerial Competency Elements (succession planning, training. diverse and talented individuals clear and actionable feedback is an active mentor and gives ATTACHMENT 1: WORKSHEET promotion and retention of to build leadership capacity recruitment, development, participates in succession Actively encourages and Upholds EEO principles. throughout the agency. dentification and/or commitment to the Displays the highest to subordinates. planging. TAB 6 What This Includes Talent Management Diversity principles are adhered to throughout the prohibited discrimination, harassment, Ensures continuing application of, and budget considerations, and staffing needs. Employment Offportunity (EEO) laws, workforce based on organizational goals, Promptly addresses allegations of compliance with, applicable Equal and retaliation. Ensures that EEO Result 2: Builds, trains, and manages Evaluation Element regulations, and policles. organization. NA

N/R = Not Hated

Mind Safety and Health Administration 1100 Wilson Boulevard Arlington, Virginia 22209-3939



MAR 0 7 2013

MEMORANDUM FOR JOHN MORAN

Deputy Assistant Secretary

Veterans Employment and Training Service

A Long

FROM:

JOSEPH A. MAIN

Assistant Secretary of Labor for

Mine Safety and Health

SUBJECT:

Delegation of Authority

Pursuant to DOL Personnel Regulation (DPR) 771, Section 3.b.1.a, I am delegating to you the authority to make determinations and to serve as the Deciding Official on behalf of the Mine Safety and Health Administration (MSHA) concerning administrative grievances which may be filed by employees Lincoln Selfe, Donald Winston, and Charles Thomas. The grievances would be related to the disciplinary actions these individuals received for failure to carry out official duties. The purpose of this delegation is to expedite grievance processing.

Mine Safety and Health Administration 1100 Wilson Boulevard Arlington, Virginia 22209-3939



MAR 07 2013

MEMORANDUM FOR JOHN MORAN

Deputy Assistant Secretary

Veterans Employment and Training Service

and A

FROM:

JOSEPH A. MAIN

Assistant Secretary of Labor for

Mine Safety and Health

SUBJECT:

Delegation of Authority

Pursuant to DOL Personnel Regulation (DPR) 771, Section 3.b.1.a, I am delegating to you the authority to make determinations and to serve as the Deciding Official on behalf of the Mine Safety and Health Administration (MSHA) concerning administrative grievances which may be filed by employees Lincoln Selfe, Donald Winston, and Charles Thomas. The grievances would be related to the disciplinary actions these individuals received for failure to carry out official duties. The purpose of this delegation is to expedite grievance processing.

Mine Safety and Health Administration 1100 Wilson Boulevard Arlington, Virginia 22209-3939



MAR 07 2013

MEMORANDUM FOR JOHN MORAN

Deputy Assistant Secretary

Veterans Employment and Training Service

and for

FROM:

JOSEPH A. MAIN

Assistant Secretary of Laborifor

Mine Safety and Health

SUBJECT:

Delegation of Authority

Pursuant to DOL Personnel Regulation (DPR) 771, Section 3.b.1.a, I am delegating to you the authority to make determinations and to serve as the Deciding Official on behalf of the Mine Safety and Health Administration (MSHA) concerning administrative grievances which may be filed by employees Lincoln Selfe, Donald Winston, and Charles Thomas. The grievances would be related to the disciplinary actions these individuals received for failure to carry out official duties. The purpose of this delegation is to expedite grievance processing.

Mine Salety and Health Administration 1100 Wilson Boulevard Admitton, Virginia 22209-3939



MAR 0 7 2013

MEMORANDUM FOR JOHN MORAN

Deputy Assistant Secretary

Veterans Employment and Training Service

A A

FROM:

JOSEPH A. MAIN

Assistant Secretary of Labor for

Mine Safety and Health

SUBJECT:

Delegation of Authority

Pursuant to DOL Personnel Regulation (DPR) 771, Section 3.b.1.a, I am delegating to you the authority to make determinations and to serve as the Deciding Official on behalf of the Mine Safety and Health Administration (MSHA) concerning administrative grievances which may be filed by employees Lincoln Selfe, Donald Winston, and Charles Thomas. The grievances would be related to the disciplinary actions these individuals received for failure to carry out official duties. The purpose of this delegation is to expedite grievance processing.

RST ACTION A. Code 5-B. Nature of Action	SECOND	ACTION			L		
A. Code 5-B. Nature of Action		ACTION					-
The Cart		ACTION					
894 GEN ADJ	6-A. Code	6- B.	Nature of Action			10/10/200	
C. Code S-D. Legal Authority QWM REG 531.207	6-C. Code	6-D	Legal Authority				
E. Code 5-F. Legal Authority ZLM E O 13525	6-E. Code	6-F	Legal Authority				
FROM: Position Title and Number	SUPER	tion Title and N IVISORY MII 401 SL0011	umber NE SAFETY A?	ID HEALT	'H INS		
Pay Plan 9. Occ. Code 16. Grade/Level 11. Step/Rate 12. Total Salary 13. Pay Bi	1	17. Occ. Code 1822	18. Grade/Level	19.Step/Rate 09	20. Total Salar	y/Award	21. Pay Bosh
IA. Haste Pay 12B. Locality Adj. 12C. Adj. Basic Pay 12D. Other Pa .00	y 19A. Basic Pay	,	20B. Locality Adj.	20C. Adj.	Basic Pay	OD. Other	Pay
MPLOYEE DATA 3. Veterans Preference	DL Mil	010609040000	0000 PP 01 20	10 ency Use	26. Veterans	Preferen	e for RIF
1 1- Nuse 3 - to-PulstOttendity 5 - 10-PulstOtter 1 2 - 5-Pulst 4 - 10-PulstCampusethir 5 - 10-PulstCampusethir		None 2 ~ C Permanent 3 ~ F	anditional adeliate	usernon	YES	X I	SO
7. FEGLI	28. Annuits		4	The state of the s	29. Pay Rute l	Determin	ant
Z5 BASIC-STANDARD-SX ADDITIONAL-SX FAM	9 N	OT APPLICA	ABLE	a	0		HOUSENS ASS II HUNN HON PRIMAN
D. Retirement Plan 31. Service Comp. Date (L 1 CS 09/29/82		chedule ULL TIME				e Hoors weekly sy Period	
POSITION DATA 4. Position Occupied 35. FLSA Category	36. Арргорг	dellan Cade			37. Bargainin	e Unit Si	nius
1 - Compositive Service 3 - SE3 General E E-Exempt 3 - Excepted Service 4 - SE3 General E N - (Nonatempt)					8888		
B. Duty Station Code 39, Duty Station (City - C 4-1870-019 MOUNT HOPE F/		erseas Location)				
0. Agency Data 41. 42. 43.		44.					

46. Employing Department or Agency DEPARTMENT OF LABOR			50. Signature/Authentication and Title of Approving Official E/S BY: CRYSTAL L. GUY
47. Agency Code	48. Personnel Office 1D	49. Approval Date	HUMAN RESOURCES OFFICER
DL MI	3392	12/23/09	



Mine Safety and Health Administration 1100 Wilson Boulevard Arlington, Virginia 22209-3939



JUL 1 1 2013

MEMORANDUM FOR JOHN MORAN

Deputy Assistant Secretary

Veterans Employment and Training Service

FROM:

JOSEPH'A. MAIN

Assistant Secretary of Labor for

Mine Safety and Health

SUBJECT:

Delegation of Authority

Pursuant to DOL Personnel Regulation (DPR) 771, Section 3.b.1.a, I am delegating to you the authority to make determinations and to serve as the Deciding Official on behalf of the Mine Safety and Health Administration (MSHA) concerning an administrative grievance which may be filed by

The grievance would be related to a disciplinary action this individual received for inappropriate conduct. The purpose of this delegation is to expedite grievance processing.

Mine Safety and Health Administration 1100 Wilson Boulevard Arlington, Virginia 22209-3939



JUL 1 1 2013

MEMORANDUM FOR JOHN MORAN

Deputy Assistant Secretary

Veterans Employment and Training Service

FROM:

Joseph'a. Main

Assistant Secretary of Labor for

Mine Safety and Health

SUBJECT:

Delegation of Authority

Pursuant to DOL Personnel Regulation (DPR) 771, Section 3.b.1.a, I am delegating to you the authority to make determinations and to serve as the Deciding Official on behalf of the Mine Safety and Health Administration (MSHA) concerning an administrative grievance which may be filed by

. The grievance would be related to a disciplinary action this individual received for inappropriate conduct. The purpose of this delegation is to expedite grievance processing.

John K. Moran
Deputy Assistant Secretary
Veterans' Employment and Training Services
200 Constitution Ave., NW
Room S 1325
Washington, DC 20210

The time limit for filing a grievance may be extended for good cause by mutual agreement between you and Mr. Moran.

If you believe this action was taken in reprisal for whistleblowing, you may raise the matter by filing a MSPB appeal as outlined above, or by filing a complaint with the Office of Special Counsel. The Office of Special Counsel will investigate your complaint and will either file an action on your behalf or notify you or your right to file an Individual Right of Action appeal to the MSPB. A complaint may be filed electronically at www.osc.gov, or may be filed in writing by filling out Form OSC-11, and faxing or mailing the completed form to the Office of Special Counsel at the following address or fax number:

Complaint Examining Unit Office of Special Counsel 1730 M Street NW, Suite 218 Washington, DC 20036-4505 Fax: 202-254-3711

If you feel that you have been discriminated against because of race, religion, color, age, sex, national origin, or disability, you may file an equal employment opportunity (EEO) complaint with the U.S. Department of Labor. If you file an EEO complaint with the U.S. Department of Labor, you should submit it to the Civil Rights Center, Room N-4123, 200 Constitution Avenue, N.W., Washington, DC 20212.

You have the right to be represented by an attorney or other representative of your choice so long as there is no conflict of interest to the agency. However, you must designate your choice of representative in writing to Mr. Moran. Any choice must include your representative's name, address, and phone number.

You are entitled to a reasonable amount of duty time to prepare and present a grievance if otherwise in a duty status. You must request and receive approval from your immediate supervisor for the use of duty time for this purpose.

If there is anything in this notice that you do not understand or if you have a question about the process used, please contact Ms. Donna Kramer, Supervisory Human Resources Specialist, at 202-693-7686.

had eclasst Firspon Str Stra I ng. K. D. Cleffürn all Papanoponel K PAL Dog lyk Jr. IR hand		NOTIFICATION O	F PER	SONNE	L ACTIO	N		
L Name (Last, F			2. Se	cial Security P	lumber 3. D	ate of Birth	4. Effect	ve Date
SELFE JR. L		connections and an income of the second seco	<u> </u>		Penagasanananan Alababahan Alabab	errengene reneweration of the consideration and	ng-1	antin una catagoriano e catagoriano del nel 1961 y una como Societa del 1961 y una como Societa del 1961 y una
FIRST AC	I'ION	biod 2000, sentre viter-inter anthodd broad to vite weld. Whe viterbiods was viscosible interviewed to	SECO	OND ACT	ION			
5-A. Cade 703	5-II, Nature of Action PROMOTION NTE 03	1/26/13	6-A. C	ode	6-B. Nature	of Action		
S C. Code N8M	5-D. Legal Authority REG 335 102 EXCEPT	9	6-C. C	ode	6-D. Legat	Authority	K (burg. 1-3000075-vi-20000054) videorenne Nicol 9660	debeneranderbenel individual der det det den erne, vis ern ver er i interves er v. 16.
5 E. Code	5 F. Legal Authority		6-E. C	ode	6-F. Legal	Authority		
	on Title and Number RY MINE SAFETY AND HEAL LOUIT	TH INS	SU			ETY AND HEA	LTII SPE	
	.t nde 10 Gradeflevet 11. Step/Rate	12, Total Salary 13, Pay Basis	16. Pay I	Plon 17. Occ.	Code 18. Grad	dLevel 19.Step/Ra	te 28. Total S	alary/Award 21, Pay Basis
	14 10	PA	G	S 182	2 1:	5 06	1	PA
22A Marie Par	12B. Cacallis Adi. 12C. Adj.	Busic Pus 12D. Other Pay	20A. Bas	le Pay	20H. Loc	ally Adj. 20C. A	dj. Basic Pay	2011, Cliber Pas
MINE SAL OFFICE O OFC OF T	, ation of Position's Organization ETV AND HEALTH ADMINIS' F THE ASSISTANT SECRET HE ADMINISTRATOR FOR C T.4 INSPECTION DIVISIO	FRATION	MI OF OF CO	NE SAFETY FICE OF TI C OF THE /	IE ASSISTA ADMINISTR CT 4 OFFICI	TH ADMINISTI NT SECRET ATOR FOR C	RATION	
EMPLOYE 1. Veterany Pref	erence or 3 III Fidal Discliffe		24, Ten	use 	3 = Conditional 2 = Indefinite	25. Agency Use	gr conservor	ins Preference for RIF
7. FF GI 1		***************************************		ultant Indicat	A-note encourage/housestage assessable		- I	de Determinant
Z5 BASIC	STANDARD-5X ADDITIONAL-5X	FAM	9	NOT APP	LICABLE		0	
0. Retirement Pt	iii	31. Service Comp. Date (Leave)	32. Wa	rk Schedule	i Addit 1989 1967 yil i yil isabi sabi Alasha babasi shiriba ba	hit Kabbattaniirinnannii hitaniittaniittamiliinii eentäissa, vaata	33, Part=7	lime llours l'er
1 CS		09/29/82	F	FULL TIN	1E		The state of the s	Biweekiy Pay Period
POSITION DATA 34. Position Occupied 35. FLSA Category 1 Engrand Value SIS Garriel E Strong 1 Engrand Value SIS Garriel E Strong E Strong			36. Appropriation Code 37. Bargaining Unit Status 8888					
8 Data Station (39. Duty Station (City - County	- State or	r Oversens Los	ention)		- spir-	

45. Remarks

54-1879-019

40 Agency Data

The employee was informed in advance of the condition(s) of this position.

42

Merit Staffing Exception.

This position is outside the bargaining unit.

Position is at the full performance level.

41

46. Employing Department of Agency

DEPARTMENT OF LABOR

47 Agency Code 48 Personnel Office ID

3392

49, Approval Date

MOUNT HOPE FAYETTE WY

43...

50. Signature/Authentication and Title of Approving Official

E/S BY: CRYSTAL L. GUY

44,

HUMAN RESOURCES OFFICER

DL MI 5-Part 50-316 02/16/13

partition nec	COIDT	ION /Planes	Dood Ins	tructions on the	a Back)	0-01-4	-46	SLODII	1. Ansayre	Position No.		
PASITION DESCRIPTION (Please Read Instructions on the						16, Duty Station 18, OPM Contification						
2. Passon ton 3utraission									principal rip.			
X Redescription Reastabilishment	New	Hodgira. X Fi		iladelphia, PA Mount Hope, WV Labor Stundards Act S. Financial Statements Required					9. Subject	io IA Action		
Figuration (Show any positions replaced)						Executive Per Financial Use	concal En	Y Yes No 13. Compelitive Level Code				
Replaces VC91012001, GN-1822-14 Competitive Excepted (Specify in 5ES (Gen.) S							Position is: 12. Sensitivity Supervisory V 1-Non- 3-Citical Supervisory V 1-Non- Busifies Supervisory		GM-1822.30.01-1			
						Managerist			14. Agency Use			
						Neither S-Honoritical 4-Special Sensitive			A			
15. Classified/Graded by Official Title of Position						Pay Plan	Occupational	- I	Initials	Date		
a. U.S. Office of Per- sonnel Management							9					
b. Department, Agency or Establishment												
c. Second Level Review	***			4	`					01010		
d. First Level Review Supervisory Coal Mine Safety Health Inspector						GM	182	2 14	RIL	5/22/95		
8. Recommended by • Sopervisor or				, .	7		,	•				
, Initiating Office .						17. Name of Employee III vacant. socillul						
16. Organizational Title of Position (il different from official title) Assistant District Manager						Lincoln L SELPE JR.						
ASSISTANT DISTRICT MANAGER 18. Department, Agency, or Establishment						c. Third Subdivision						
	Department of Labor					District 4 Ormaction Division						
a. First Bubdivision					d. Fourth Subdivision							
Mine Safety & Health Administration					Mount Hope, West Virginia							
b, Second Subdivision					e. Fifth Subdivision							
Coal Mine	Coal Mine Safety & Health						Signature of Employee (optional)					
incorporation Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the strong than and Tute of immediate Supervisor Michael J. Lawless District Manager						knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that takes or misleading statements may constitute violations of such statutes or their implementing regulations. b. Typed Name and Title of Higher-Level Supervisor or Manager (optional) Robert A, Elan Deputy Administrator for CMS&H Signature Date						
Signature						Signature						
Motorten SICAS						Marin W. Mrell 4/17/2						
21.Cleasification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards. Typed Name and Title of Official Taking Action R. B. KNIGHT Position Classification Specialist Signature Date 17.249						22. Position Classification Standards Used in Classifying/Grading Position: Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.						
23. Position Review	/ Initials	Date	Initials	Date	initials	I Date	Initials	Date	Inhials	Date		
Employes (optional)	2,121,019		2	, , , , , , , , , , , , , , , , , , , ,								
b. Supervisor	1.					1						
c. Classifier	1											
24, Remarks			1						1			
0									8			
			•		Vc.	9517	7001					
25, Description of Major	Duties and	Responsibilitie	s (See Atta	iched)								
BELF FERN OVER THEM		Orminia Editos I	lashia	S/M	A.106				F & (Rev. 1-2	গ		

Supervisory Mine Safety and Health Inspector (Assistant District Manager for Inspection Programs)
GM-1822-14

Introduction

This position is located in a Coal Mine Safety and Health (CMS&H) District organization. The incumbent of this position serves as an Assistant District Manager exercising administrative and technical responsibility for the management and oversight of inspection activities throughout the district as required by the Federal Mine Safety and Health Act of 1977 (P.L. 95-164) (Mine Act). The inspection program consists of inspection activities and accident investigations in the immediate offices of the District and Assistant District Managers and the field offices. The incumbent has staff and line responsibilities over field office supervisors who oversee the work of inspection personnel.

Major Duties and Responsibilities

- Directs the inspection program throughout the District and ensures that all safety and health inspections and accident investigations are carried out according to the Mine Act; ensures that deadlines are met and proper coordination is maintained between the Assistant District Manager's office and other organizations within the Agency.
- 2. Reviews inspection program operations in the District; identifies and resolves problems or recommends to the District Manager adjustments to the inspection program; ensures district inspection activities are in compliance with Agency policies; consults with other District Managers and supervisors on work-related changes to enhance consistency in implementation of Agency policies, guidelines, and directives.
- Advises the District Manager and field personnel on a full range of health and safety activities, court and/or hearing proceedings, and technical and administrative matters; incumbent is subject to call at any time to offer testimony of fact at hearings and court proceedings on appeals presented under provisions of the Mine Act.
- 4. Serves as Acting District Manager in the absence of the District Manager and directs—all District activities.
- Acts as a consultant and advisor on mine health and safety activities to State mining, health, inspection and commerce officials; with mining industry officials; with management and labor officials; and with independent mine owners for the purpose of rendering expert advice and explaining the provisions of the Federal coal mining laws; represents the District Manager at technical meetings, conferences, and seminars.

- 6. Directs, coordinates and/or assists in on-site rescue and recovery operations following mine explosions, fires and other mine disasters.
- 7. Accompanies inspectors, engineers, and other employees, during their regular or special assignments in coal mines and related plants to assure the utmost work efficiency and quality, and makes personal examinations of underground and surface coal mining operations to keep fully informed on the latest technical developments in mining processes and equipment.
- 8. Serves as a member of various MSHA committees established to develop MSHA policy and guidelines regarding the inspection programs. As an acknowledged specialist on the inspection program and all aspects of coal mine operations, aids the committees in establishing reasonable technical requirements for implementation of the Mine Act; reviews proposed regulatory and programmatic changes; and provides advice on the probable impact of changes on the inspection program and recommends adjustments.
- Directly or indirectly supervises a large staff of professional, technical, and support personnel located throughout the District; selects or recommends the selection of subordinate staff; makes decisions on work problems presented by subordinate supervisors; evaluates performance or reviews evaluations made by subordinate supervisors; reviews or resolves serious complaints or disciplinary cases.

EEO: As a supervisor, incumbent is responsible for ensuring equal opportunity for all employees supervised by identifying areas where meaningful steps toward equal opportunity are necessary in all facets of personnel management. In the selection of employees for training, promotion, awards, and recognition, and other career development opportunities, is responsible for assisting every employee to develop skills so that the employee may attain a full utilization of talents. The supervisor also insures fair and unprejudiced employment practices in the recruitment and selection of candidates for appointments to positions and is responsible for initiating and supporting programs relating to the training and the advancement of employees in "dead-end" positions. Is responsible for actively supporting the Equal Opportunity Program in day-today activities and is evaluated on performance in this area on a regular basis.

LMR: Regardless of the status of local employee.
organizations, supervisor is responsible for being
knowledgeable about management's role and responsibilities

in labor management relations. Where a local agreement is in effect, is responsible for becoming completely familiar with the terms of agreement.

Safety: As a supervisor, incumbent is responsible for the on-the-job safety and health of all employees under the District's jurisdiction. Initiates efforts conforming to established local and MSHA safety programs to satisfy this responsibility. Responsibilities include identifying and correcting job safety and health hazards; instructing employees on safety requirements for job assignments; reviewing and reporting loss incidents, in accordance with MSHA and Office of Employees' Compensation regulations; initiating corrective measures for violations of the Occupational Safety and Health Act standards, and directing the periodic inspection of all work places.

Factors.

1. Knowledge Required by the Position

Comprehensive knowledge of coal mining or extensive practical experience in coal mining and health and safety practices and procedures.

Comprehensive knowledge of the enforcement activities required under the Federal Coal Mine Safety and Health laws, regulations, policies and procedures.

Managerial and supervisory knowledge in order to effectively manage a complex office and motivate individuals to effectively and equitably enforce CMS&H regulations.

Thorough knowledge of CMS&H and other MSHA organizations and their respective individual programs and policies.

Substantial skill in oral and written communications.

2. <u>Supervisory Controls</u>

Performs under the direction of the District Manager for CMS&H, operating within the framework of prescribed Agency and departmental policies and guidelines. Exercises independence in planning and scheduling District inspection operations. Results of incumbent's work are evaluated in terms of effectiveness of programs; adherence to Agency policies and achievement of program objectives.

3. Guidelines

Incumbent is guided by the Mine Safety and Health Act of 1977 and other Federal, departmental, MSHA and CMS&H policies, procedures, directives; and administrative and technical guidelines in the field of management and administration. Where guidance is vague or unclear incumbent has substantial latitude for interpreting and applying policies, guidelines, procedures, etc.

4. Complexity

The incumbent must apply knowledge, experience, and seasoned judgement in planning and coordinating various safety and health programs and enforcing a wide range of safety and health standards which are continually being issued, revised and amended. Enforcement of these standards often leads to controversial and complex actions which have to be negotiated in a sensitive manner.

5. Scope and Effect

The responsibilities of this position encompass the enforcement of all coal mine safety and health standards and regulations in a uniform and equitable manner, which contributes to the overall effectiveness of the CMS&H organization and enhances the mission of MSHA.

The enforcement responsibilities and the sanctions imposed by the incumbent are of economic, social, and frequently political in nature, and the incumbent must effectively deal with grieved parties while protecting and promoting, as their paramount responsibility, the health, safety and welfare of the thousands of workers employed in the industry. The incumbent, as a representative of the Secretary, has the responsibility and authority to cease the operation of a mine if the incumbent detects a violation of regulations felt sufficiently severe to endanger the health and safety of miners. Decisions may adversely affect both the company and the employees in that the financial burden of compliance under certain circumstances could cause closure of the mine.

According to the National Safety Council, underground coal mining is the most dangerous occupation in America based on accidental death and serious injury rates. There is intense interest in mineral industry health and safety from the White House, the Congress, the Department of Labor, the mineral and allied industries, and the public. Consequently, the mineral and allied industries and other similar positions have an effect on the work program of the Agency,

the Department and the Federal government, and must meet the rigid requirements and high standards of a wide range of interest and a very wide sector of the public.

6. Personal Contacts

The incumbent interacts with corporate officials and highlevel managers across a wide spectrum of the public sector and the Federal government including: Department of Labor, MSHA, CMS£H, other Federal agencies, State agencies, the mining industry, labor organizations and the academic community.

7. Purpose of Contacts

Regularly meets with high-level officials for the purpose of rendering expert advice and explaining the provisions of the law. Confers with employees of the district to execute the administrative, technical and enforcement responsibilities of the organization.

8. Physical Demands

Works in a basically sedentary environment; however, may travel to mine sites as necessary, requiring that the incumbent be physically capable of performing arduous duties of the position without hazard to himself/herself or fellow employees, and be capable of sustained physical exertion and high levels of pressure and stress.

9. Work Environment

Works primarily in an office setting; however, trips to mining operations are necessary. Work underground may be in close confinement, in and out of small spaces, where dampness and low water areas are expected. Crawling on hands and knees is common practice. Climbing ladders without convenient rest stations is a possibility. On occasion, may operate with little light, and be frequently exposed to dust, gases and fumes.

Performance Management Plan for Managers and Supervisors A. General Information

1. Employee Name (last, first Selfe, Lincoln L., Jr.	t, middle)	2. Organization MSHA	
3 Tille, Series, Grade		4 Annraisal Pe	riog (mm/dd/yyy) 19 to 10/35/20/0
Assistant District Manager, G	S-1822-14	11-110-0	9 10/25/2010
5. Supervisory Status			1010010010
		and Standards Certification	
	Link at least one critical element to sp		ganizational strategic goal
1. I certify that this			
performance plan contains accurate performance	Hold the employee accountable for m	neasurable and observable results.	
elements and standards that:			
	ink to the employee's position descr	iption and reflect the duties and respo	insibilities assigned to the employee.
2. Rating Official Signature	The the les		Date (mm/dd/yyyy)
3. Rating Official Name (last,	first middle)		11/16/2009
Hardman, Robert G	mst, manaj		
4. Rating Official Title			
District Manager			
5. Prototype Standards?	✓ Yes □No		
•	C. Position Descri	ption Certification //	The second secon
1. Position description is com	ect? Yes No (If No, Explain below.)	2. Reging Official Standing	Date (mm/dd/yyyy)
		Cebas V. Hards	LI/16/2005
		3. Rating Official Name (last, fir	st, middle)
		Hardman, Robert G.	
		Rating Official Title District Manager	-
	D. Establishment of the Per		
1. We have discussed this of	an and written comments are attached	2/Employee Signature	Date (mm/dd/yyyy)
	ussed The Comments	Duck of All	11-16-2009
3 Seling Official Signature	Date (mm/dd/yyyy)	6. Revewing Official Signature	Date (mm/dd/yyyy)
Kohest 11. Hor	dra- 11/16/2009	Marly (Money	11-16-2009
4. Rating Official Name (last,	first, middle)	7. Reviewing Official Name (last, first	st, middle)
Hardman, Robert G.		THOPUS, CHARLES	5.
5. Rating Official Title		8. Reviewing Official Title	
District Manager		Horing Deputy Adn	inistrator Coal
	E. Mid-Term Progress	Review Certification	
 The mid-term progress revi has been conducted. 	iew 🛮 Yes 🔲 No (If No, Explain below.)	3. Rating Official Signature)/	Date (mm/dd/yyyy)
ins sour consects.		The state	ha autor bu
		4. Rating Official Name (last, first, m	104/01/00/0
		MARDINAL ROB	SET G.
2. Emplayee Signature	P (Date (mm/dd/yyyy)	5. Rating Official Title	
guest of ?	4.45-1) 1 04 128/2010	1 DETRICT MANA	GER
,	F. Performance Ap	praisal and Rating	
Indicate Performance appropriate		The state of the s	Z. We have
Exemplary	Exceed standards for all elements		discussed this
	Exceed standards for 50% or more elements		
	Meet standards for all elements and may exce		ements ((comments are
	Need to improve performance for one or more Fall to meet standards on one or more elements		· August
		ng	Yes M.No
3. Purpose of Appraisal	Interim Rating	7. Employee Signature	Date (mm/dd/yyyy)
(1)	. /	And & Sucher	10/20/2010
A. Baling Oficial Signature	Date (mm/dd#yyy)	8. Chall Mary Official Ignature	Date (mm/dd/yyw)
Colon CHan	dre 10/20/2010	Thousall I man	MAN 18/25/28/8
5 Pation Physical land (lest,	(13)-migale)	9. Reviewing Official Name (last, firs	t, mlddle)
MYNUX IVITY	POSEW G.	Thomas Charles	J.
6. Paling Cary B Tillay	MANAODO	10. Reviewing Official Title	1 1
DISTINCT /	11/166/	Deputy Adminis	trator for CMS4H
/		, ,	Form DL 1-382
	Page	1 of 8	Revised September 2009 Provious editions are not usable.

G. Performance Summary

1. For each element, select the appropriate rating. Element ratings: E = Exceed; M = Meet; NI = Need to Improve; F = Fail

Managerial Competency Elements		Jemer	nt Rati	ng
managenal Competency Elements	E	M	NI	F
Leadership	IX			
Resource Management	7%			
Coalition Building and Communication	X			
Problem Solving and Initiative	X			
Equal Employment Opportunity	100	X		

Organizational Performance Elements		Element Rating								
	E	M	NI	F						
Result 1	X									
Result 2	X									
Result 3	15									
Result 4	X									

H. Other Significant Accomplishments

1. Please describe other significant accomplishments in the space below.

	I. Managerial Compete	ency Elements		
. Leadership		Exceed	☐ Meet	☐ Need to Improve ☐ Fail
	for Meet ains long and short-term strategic planning to faci priorities and economic, political, and social trend		Agency's n	nission, consistent with key
 Anticipates and mee 	ets the needs of clients/customers. Sets standard	s for customers' needs and s	atisfaction	and meets them.
 Uses Agency performance objection 	mance plans and other management systems to I ves.	link Individual performance to	outcomes	and to overall organizational

. Promotes and maintains diverse and inclusive workforce by actively recrulting and hiring from diverse applicant pools; fostering

for all employees; and providing fair and equitable recognition of accomplishments for all employees.

collaboration with individuals from diverse backgrounds, perspectives, and experiences; ensuring opportunities for growth exist equitably

Narrative

See parative attached.

											• • • • • •						• • • • •			
2. Resou	urce M	anageme	nt									Exce	ed	☐ Mee	t [□N	eed t	o Impro	ove 🗌	Fall
	Ensu		aff are a	proprial	tely selects in the o			praised	and de	veloped.	Active	ely deve	lops	the tale	nt o	f the	staff	and de	evelops	
•	regar	ding over	lme, mai	ntaining	uthorized an aware signation	eness of	staff ho	urs wor	rked an	d organiz	zationa	I goals a								
•	Uses staff r	informal t norale an	raining, d d to ensi	continuo pre quali	us manag ly work pr	jerial as: roducts :	sessme	nts, freq tomer s	quent a arvice.	nd constr	ructive	feedbac	k ar	id appro	pria	ate re	ecogn	ition to	prama	te
•	 Proactively works to maintain a safe workplace and to prevent accidents, injuries and illness. Resolves conflicts in a positive and constructive manner. 																			
•		res that th cts sound			budget is ement.	adminis	tered in	e manr	ner thai	supports	the a	complis	hme	ent of pro	ogra	am g	oals	and		
•	under Every Mana	the Ame one. Assigement F	rican Re- ures that unds in t	covery at allocate he Amer	nteins stra nd Reinve ed ARRA rican Rec A-related	estment funds ar covery ar	Act (AR re admir nd Rein	RA) pro nistered vestmen	ovision: in acc nt Act*,	ordance vandance vand	ent wit	h the Se	men	ary's entit's "Ope	duri	ing v	Islon Ians	of Goo	od Jobs partmer	for
•	2010 techn	hiring gos ology. Ap	ils by em plies me	bracing rit princi	elect qual the use o ples to de	of availab evelop, s	ble hiring select, a	g flexibil nd man	lities, d age a c	eveloping liverse w	orkford	it recruit e.	men	t strateg	ies	, and	mex	cimizing	g the us	e of
	×	Lee	7	læn	ate	ue"	al	tau	k. 09,											
3. Coalit	tion Bu	liding an	1 Comm	unicatio)n						[9 Excee	ed	☐ Meet] Ne	ed to	impro	ve 🔲 l	ail
	Promo		en, com	municati	ive enviro lisputes p					access n	esourc	es and n	nove	e forward	i to	acc	ompli	sh com	ımon gı	als
•	Make	s clear to	staff wha	it is expe	ected of th	nem boti	h individ	lually an	nd as a	team/gro	up; cla	rifies the	exi	tent of th	eir	auth	ority.	,		
•					iment and													on of in	ntemal :	and
Narrative										••••••	* 4 * 4 * 6 * 8 * 8		• • • • •		• • • • •	*****	-4 5 7 9 4 9 6		. 4	
	L	e -	nai	rat	we	atr	tach	ed.	7											

Problem Solving and	Initiative				Exceed	fleet Need to Improv	re 🗌 Fail
rformance Standard I Stresses innovation calculated risks		Analyzes problem ward,	s and develops	atternative solu	utions, emphasizin	g new approaches. Tak	23
Displays an atti	tude that accepts mist						
arrative	244400 .000404					04 04 04 04 04 04 04 04 04 04 04 04 04 0	
See	don	hed no	natu	E.			
5. Equal Employment O					☐ Exceed ☑1	Meet Need to Improv	/e 🔲 Fall
Performance Stand • Ensures continu Promptly addre throughout the	uing application of, and asses allegations of pro	d compliance with phibited discrimina	, applicable Eq ition, harassme	uel Employment nt, and retallation	t Opportunity (EECon; ensures EEO p) laws, regulations, and rinciples are adhered to	policies.
larrative	** ** ** ** ** ** ** ** ** ** ** ** **	420 1 <i>04</i> 204 5 - 0 - 48 - 24	*************		d4 + 4 + 4 + 4 d4 + + + + + + + + + + +		
			1,20				
						~~~~	
					and the control of the control described	=	

J. Organizational Performance Elements

At the beginning of the performance cycle, the rating official must provide, in Section J, four critical, results-specific elements and standards, at least one of which demonstrates linkage with the Secretary's vision of *Good Jobs for Everyone* that the employee will be held accountable for during the performance cycle. Each performance standard must be written at the Meets level and includes measures of performance such as quality, quantity, timeliness and cost effectiveness. Standards should be clear and not include detailed milestones or descriptions of the process and methods used to achieve the results.

In assigning a rating to each element, please rate the employee at one of the following four levels and include a written narrative as appropriate:

- Exceeds described level of performance (narrative required)
- Meets described level of performance (narrative not required)
- Needs to Improve in order to meet the level of performance (narrative required)
- Fails to meet described level of performance (narrative required)

****		 ** *
	ACI	

Exceed

☐ Meet ☐ Need to Improve

☐ Fail

In support of the Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 – Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and Outcome Goal 10 – Voice in the Workplace:

Demonstrates efforts toward the reduction of the mining fatality Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Demonstrates efforts toward the reduction of the ALL Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Monitor mine safety and health program area to ensure that citations/orders are timely terminated, Hazard Condition Complaints are timely processed, and mine plan approvals are evaluated in a timely manner.

#### Performance Standard

Performance is satisfactory when:

A 5% reduction in FY10 from the average number of fatalities for FY2005 - FY2009.

See attached navature.

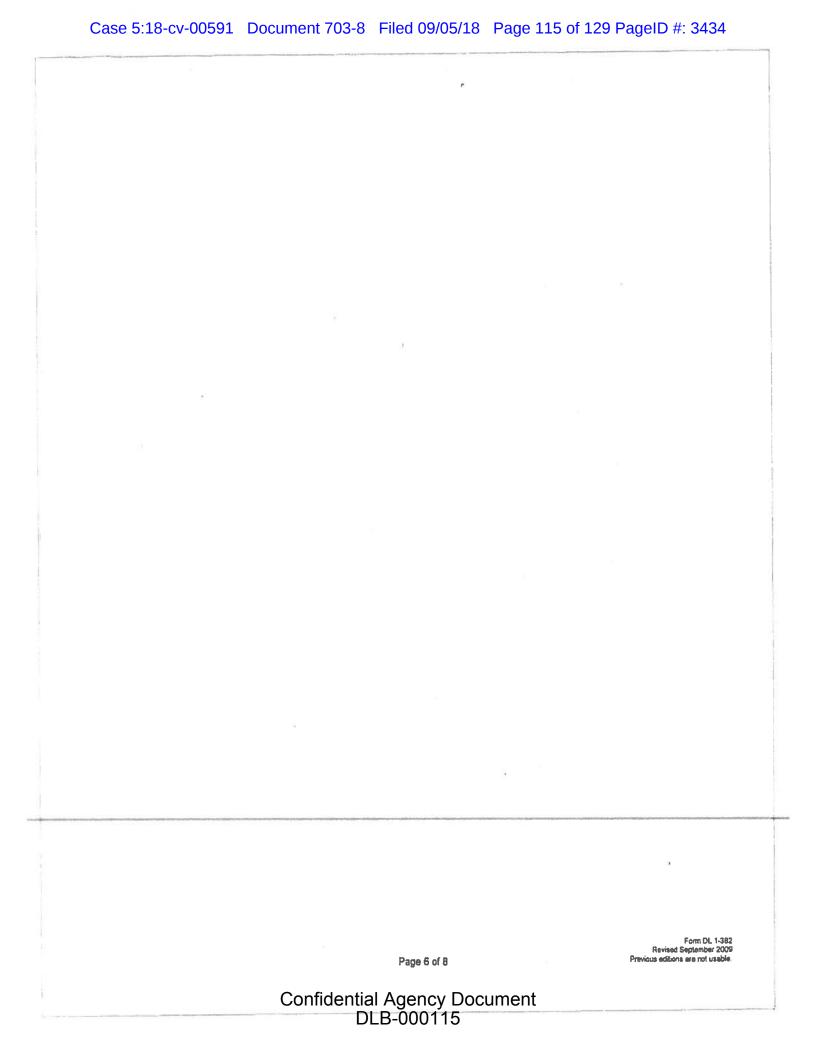
The status of citations issued is monitored for timeliness of abatement. Performance will be measured by the degree to which the District is able to terminate citations within the period established by policy for abatement, Hazard Condition Complaints are timely processed, and mine plan approvals are evaluated in a timely manner. Progress will be measured by using a variety of reports.

Narrative

Confidential Agency Document DLB-000113

### Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 114 of 129 PageID #: 3433

Result #2	Exceed Meet Need to Improve Fai
n support of the Secretary's Vision of Good Jobs for Evo vages and overtime, particularly in high-risk Industries a	eryone through Outcome Goal 2 – Securing safe and healthy workplaces, and goal 10 – Voice in the Workplace:
Demonstrates efforts toward the reduction of the fatalitie and other reports to direct resources to monitor and imp	es and injuries in the District's Coal mines by using the MSHA Key Indicators prove enforcement performance and quality.
	r reports for performance results outside the acceptable norms and ormance levels. Incumbent understands the effects of the District's average performance baselines.
Performance Standard	
Performance is satisfactory when:	
	here applicable and shares best practices with relevant MSHA employees.  all E01 inspections is 100%. Exception to this only may be granted if the
completion. The completion rate of all E01 inspections a	
completion. The completion rate of all E01 inspections a	at 100% will be for all coal mines district-wide.
completion. The completion rate of all E01 inspections a	at 100% will be for all coal mines district-wide.
completion. The completion rate of all E01 inspections a	at 100% will be for all coal mines district-wide.
completion. The completion rate of all E01 inspections a	at 100% will be for all coal mines district-wide.
completion. The completion rate of all E01 inspections a	at 100% will be for all coal mines district-wide.
completion. The completion rate of all E01 inspections a	at 100% will be for all coal mines district-wide.
completion. The completion rate of all E01 inspections a	at 100% will be for all coal mines district-wide.



## Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 116 of 129 PageID #: 3435

Result #3	Y Exceed	☐ Meet	☐ Need to Improve	☐ Fall
In support of the Secretary's Vision of Good Jobs for Everyone to wages and overtime, particularly in high-risk industries and goal			safe and healthy work	places,
Take appropriate action to ensure the District achieves a 2% red exceeding the allowable limits.	uction from the previous	year for dus	at and noise sample re	sults
-				
Performance Standard				
Performance is satisfactory when:				
In your respective District, focused inspections are used to targe emphasis Respirable coal mine dust and noise inspections in FY non-compliance to determine if all feasible noise controls have b based on lessons learned in the "Dust Busters" effort; conduct quality of dust controls in approved mine ventilation and dust corcontinuous improvement.	2010; continually review een applied; revise and in parterly reviews of sampli	noise conti nprove coa no data: ini	rols in situations of cor I mine dust-related ins itate systematic review	ntinuing pections as of the
1. <b>*</b> 4.772				
Narrative				
See attacked naucti	٠.			

Form DL 1-382 Revised September 2009 Previous editions are not usable

Result #4	Exceed	☐ Meet	☐ Need to Improve	☐ Fall
In support of the Secretary's vision of Good Jobs for Everyone through workplaces, wages and overtime, particularly in high-risk industries and Goal				
Use all available tools in an effort to reduce and/or eliminate the inconsistent the MINER Act.				
Use all available tools in an effort to reduce and/or eliminate the deficiencies incumbent will review findings noted in such reviews and timely implement co			ty, District and Peer ret	/iews.
Performance Standard				
Performance is met when:				
<ol> <li>MSHA handbook, policy and procedures have been followed;</li> <li>Required Mine visits are completed;</li> <li>Demonstrated efforts have been made to reduce or eliminate repeal</li> <li>Field Activity and Second Level reviews are accurately completed at</li> <li>There are clear demonstrated efforts made to help assure consistent</li> <li>Hazard Condition Complaints are timely processed;</li> <li>Conferences and contested cases are conducted in accordance with All reductions or changes by a District CLR during conferences or conferences or conferences or conferences and commentation provided. All settlement proposals have been a settlement and proper documentation maintained; and</li> <li>Mine plan approvals have been adequately evaluated and appropria</li> </ol>	nd all deficier ncy in citation h MSHA hand ontested case reviewed and	ncies are ad s/orders iss dbook, polic es have bee l approved b	Idressed; ued; y and procedural gulda in made with good reas by MSHA management	nce.
Narrative  Los attached narrative				

Form III, 1-382 Revised September 2009 Previous editions are not usable.

#### Leadership

- established, monitored, and accomplished goals consistent with National objectives
- selected and developed staff to meet the needs of the Agency
- made himself available to assist others and other offices with problem solving
- conducted numerous meetings with mine operators and miners to address district goals and expectations
- set an example for his employees to enhance the professionalism among the District 4 employees
- instrumental in coordinating the Southern West Virginia Mine Rescue,
   Bench, First Aid, and Pre-Shift Contest

#### Resource Management

- has been active to assist in staff selections for the district
- engages with newly hired inspectors to ensure they are receiving proper training and staying on their training schedules
- monitors programs in the district, tracks, evaluates, and provides feedback to the personnel involved to ensure objectives are being met in a timely manner
- has monitored manpower needs and adjusted manpower among his offices to ensure completion of the mandated inspections
- serves on the district accident review board

#### Coalition Building and Communication

- manager has developed working relationships with other facets of MSHA (Headquarters, Technical Support, and Mine Emergency Operations) that facilitates meeting Agency goals
- throughout the Fiscal Year the manager has been requested to address mine management and mine examiners to clarify expectations for their responsibilities and has addressed as many as 60 managers in one meeting
- had routine meetings with employees to gather their input when addressing problems or implementing new procedures, drawing on both their education and experience
- worked very closely with the other ADMs to ensure adequate oversight is in place for the field offices
- worked closely with the other facets and mine rescue teams during the
   Upper Big Branch Mine –South recovery
- worked very close with the State Agency to plan and coordinate the Southern West Virginia Mine Rescue Contest

#### Problem Solving and Initiative

- has been sought by and assisted the field office supervisors with problems and issues that have developed in the field offices
- has worked closely with the technical services groups to gain better plans that are concise and easy for the inspectorate and the miners to understand
- has been sought by technical services groups and mine operators to
  evaluate and provide input into seal breach and exploration plans. Due to
  his mine rescue and recovery experiences he has been able to assist and
  help them address issues and develop conscientious plans that protect the
  teams during exploration and recovery operations
- worked the Command Center and assisted with the exploration and recovery of the Upper Big Branch Mine - South

#### Result #1

- worked aggressively during FY 10 to improve the safety culture at the mines under his jurisdiction
- conducted numerous meetings with both miners and mine management to address safety issues and how they affect the decisions made by mine management
- monitored manpower usage and reallocated resources to ensure 100% inspection completions
- monitored Inspection Division 1 enforcement and addressed compliance challenged mines through mine visits and on-site meetings with the mine operators and miners
- During FY 10 Inspection Division 1 inspectors issued 10,239 citations and orders. The S&S rate was 31% and elevated enforcement was used for 370 issuances.

#### Result #2

- worked aggressively during FY 10 to improve the safety culture at the mines under his jurisdiction
- conducted numerous meetings with both miners and mine management to address safety issues and how they affect the decisions made by mine management
- monitored manpower usage and reallocated resources to ensure 100% inspection completions

- monitored Inspection Division 1 enforcement and addressed compliance challenged mines through mine visits and on-site meetings with the mine operators and miners
- During FY 10 Inspection Division 1 inspectors issued 10,239 citations and orders. The S&S rate was
   31% and elevated enforcement was used for 370 issuances
- the manager worked closely with the specialist groups to improve the plan quality for the mines under our jurisdiction
- all headquarters initiatives were conducted to meet agency expectations and performed in a timely manner

#### Result #3

- the manager worked closely with the health group and District Manager to address and improve dustcontrol plans for the Inspection Division 1 mines.
- The most recent respirable dust GPRA report indicates that all four Division 1 offices met their GPRA goals for respirable dust
- the most recent noise exposure GPRA report indicates that all four Division 1 offices met their GPRA, goals for noise exposures

#### Result #4

- the manager supports and encourages participation in MSHA's safety and health program through
- proactive and reactive actions, utilizing monthly staff meetings, quarterly safety meetings, one-on-one
- contacts, accident analysis and dissemination of information to increase employee awareness of
  - accidents and accident prevention
  - the manager makes quarterly visits to the field offices and makes on-site safety inspections of the
  - the manager has made numerous field office and mine visits during which he always observes condition of the offices and use of PPE, and work practices of the employees

Case 5.1	8-cv-00591	Document	703-8 File	ed 09/05/18	Page 121	of 129 Page	eID #: 3440
			2 call 3 A postibilities				
	<ul> <li>the man employees</li> </ul>	nager leads b	y example to	promote the	e health and sa	afety for the	
	· V						
						un, hallou har un	***

# Performance Management Plan for Managers and Supervisors

	調を	
4		Ø.

1. Employee Name (last, first, middle)	2. (	Organization		
Selfe, Lincoln L.	Mi	ne Safety and Health.	Administration	
3, Titis, Series, Grade			4. Appraisal Period (/	mm/dd/wyv) _/
ASSISTANT DISTRICT MANAGER, GS-1822-14			11/16/2010	6 0 25 201
Code 2 Supposer or Manager		*		/
B. Parlormanco. Ele	ments and St	ndards Certification		
1. I certify that this performance plan	ink to the Agenc	y's operating plan.		
I cartify that this performance plan contains accurate performance elements and standards that:    All critical results elements is Hold the employee accounts the employee accounts to the employee accounts to the employee accounts.    All critical results elements is the employee accounts to the employee accounts.	ible for measure	ble and/or observable re	sults.	
Link to the amployed a pusitor	ion description s	nd reflect the duties and	responsibilities assign	Data (mm/dd/yyyy)
2. Raling Official Signature			'	Date (Manualyyyy)
Trover a Judina				11/15/10/0
3. Rating Official Name (last, first, middle)				
Hardman, Robert G.				
4. Rating Official Title				
District Manager		· · · · · · · · · · · · · · · · · · ·		
6. Prototype elements and/or standards Yes No		<u> </u>		Value seam of the Makemate disease and post to seasing
6. Prototype elements and/or standards	n Description (	entification.		
1. Position description is correct? Yes No (If No, explain be	elow.) 4 F	ang difficial lignature		Date (mm/dd/yyyy)
		one with	ardene-	11/15/200
		ting Official Name (Mst.	first, middle)	, ,
	Harr	lman, Robert G.		60
		iting Official Title		
	Dist	rict Manager		
D Establishment of	the Performan	ceiManagament Plan		222624
1a. I discussed this plan with employee. 1b. Employee written commen		nplgyee Signature		Date (mm/dd/yyyy)
Yes No attached. Yes No		Sector of Bella	Dr .	11-15-2010
Reling Official Signature Date (mm/d)	ddywy) 6. Re	Upsalis Oliman Signatur	· UNV	Date (mm/dd/yyyy)
Loke 12-10-11/15	TLNO	Mortin	Momes	11-16-2010
4. Rating Official Name (last, tirst, middle)	7. Re	viewing Official Name (I		
Hardman, Robert G.		mas, Charles V.		
5. Reting Official Title		viewing Official Title		
District Manager	Dep	uty Administrator for	CMS&H	
THE REPORT OF THE PROPERTY OF		west in their six six		<b>医四种新生物的基础</b>
The state of the s	3 12	tinh Official Signature	1 11 1	Date (pim/dpl/yyyy)
The mid-term progress review Yes No (if No, explain be has been conducted.	elow.)	Covert L!	Hardma	m 4/19/2001
	. /	ting Official Name (last	ROBERT	G
2. Employee Signature Date (mm/d		Ning Official Rule	4-1.40	1
( Xucal of Auber) 104.19.	2011	MUSICITI	NYNAGEK	
THE STATE OF THE PROPERTY OF T	selándáV. opina	and Rating		
Indicate performance appreisal and rating below.	A control 76 real annihilation in marketing		20	e. I discussed this appraisal
Exemplary Exceed standards for all elements				with employee.
Highly Effective Exceed standards for 50% or more ele	emenis hut not :	ill: meet standards for all	other elements	Yes No
	now exceed stee	dants for less than 50%	of elements 7	b. Employee written
Minimally Satisfactory Need to Improve performance for one	or more elemen	rie		commants are attached.
		:		Yes No
		Tiployee Signatur		Date (mm/dd/yyyy)
3. Purpose of Appraisal  Interim Rating  Rating of Reco		De JKD	1620	10/14/2011
. Rejlag Official Elgodure Date (mm/d	HOLARAN A R	South County State	1111-11	Dutel (mm/dp/300y)
		HAND MI	1111	16 25 2011
5. Bating Official Name flast, first, middle)	9 0	yawing Official Name (i	last, first, middle)	
			on G	
CALLEUTER CHARLES E.		Reviewing Official Title	- Sub-	
6. Rating Official Title		dministrator	for ems	e H
District Maurges		On 1/11/10 11 -0/01		

Page of

Form Ot. 1-30; Revised September 2010 Previous edSens are not usable 

4	Encarch element	select the anomadaia rating.	Element ratings: E = Exceed: N	I = Meet: Ni = Need to Improve: F = Fall

Managerial Competency Elements	B:	Element Rating			
Managerat Companies maneurs	6	389	M	F	
Leadership	X				
Resource Management	X				
Coedition Building and Communication	X				
Problem Solving and Initiative	X				
Frual Employment Opportunity and Diversity		X			

Results Elements	Ele	Element Rati			
Passas Cientens	E	M	NI	F	
Result 1	X				
Result 2	IX.				
Result 3	X				
Result 4	X				
Result 5				L	
Result 6					
Result 7				_	
Result 8					

1. Please describe other significant accomplishments in the space below.

	1000年1000年100日 - 1000年100日 - 1000日 - 1	ż
4 Londowhip	□ Exceed	

- Develops and maintains long and short-term strategic planning to facilitate the achievement of the Agency's mission and to improve performance consistent with key organizational policies and priorities and economic, political, and social trands affecting the organization.
- Anticipates and meets the needs of clients/customers to provide better service. Sets standards for customer needs and satisfaction, and meets them.
   Uses effective business practices including belanced measures to consider customer, stakeholder, and employee perspectives.
- · Displays an attitude that accepts mistakes as part of the developmental process, as the organization works to achieve results that promote innovation, efficiency, and greater effectiveness.
- Links individual performance requirements to key organizational goals. Incorporates organizational performance results into decisions about individual
  performance ratings and recognition. Makes meaningful distinctions between fevels of performance in ratings. Recognizes subordinate performance and teamwork.
- Promotes and adheres to the highest ethical standards of public service.

#### Namative

Mr. Selfe has show an excellent leadership ability in establishing, monitoring, and accomplishing the goals consistent with National objectives. Link posses a quality of leadership unsurpassed by his peers. The enormous size and scope of mining in District 4 requires a leader in the enforcement division which is accepted by supervisors, inspectors and the mining industry. He has oversight of over 170 MMU inspections each quarter as well as mandated 103(i) inspections. Link has been instrumental in the selection and development of supervisors, inspectors and support staff and to establish a work force to meet the agency's mission. He has conducted numerous meetings with stakeholders, miners, legal staff and miners's representatives to provide guidance and leadership in the district. Link has worked closely with the district specialist, CLR, SI, health, roof control and ventilation departments to establish plans that provide the miners with a safe work place. He has been a leader in organizing and coordinating the Southern West Virginia Mine Rescue, Bench, First Aid and Pre-Shift Contest. Link has vust experience in mine rescue operations and provides this experience as a leader in the event of a mining disaster.

Resource Management			F	The state of the s	[ ] er-#
		Exceed	☐ Meet	☐ Need to Improve	☐ Fat
Performance Standard  Understands the organization's financial processes. Preparachieve desired results. Monitors expenditures and uses co and late payments, prevent Anti-deficiency Act violations, at Actively recruits to attract and select qualified applicants wit robust recruitment strategies, and maximizing the use of tell Understands the impact of technological developments on and security of technology systems.  Prevente staff from working unauthorized overtime hours or maintaining an awareness of staff hours worked and organidesignation impacts overtime eligibility and authorization.	ist-pement triming to set pridential manages of the manages of the second secon	gement control d by embracing nciples to deve fective use of to	the use of lop, select, a chaology to	evaileble hiring flexibilit and manage a diverse achieve results. Ensu A) and DOL policy red	ties, developing workforce. res access to arding overtime.
farative  fir. Selfe has an excellent working knowledge of mining a see district's enforcement group. Prior to the separation of worked closely with Group 2's ADM in the concerted efforince the establishment of the new District 4, Link has beginned to complete all mandated inspections. He has propreduced the personnel for accidents, complaints and 1030 exceive adequate training and that they have gotten training and programs to munitor the district to gather the most curvivities. Although Link is understaffed, he has established a spections to provide a safe work environment for each maspectors.	District 4 into two dist rt of conducting inspect an instrumental in provi vided resources to cond i) inspections. Link wo g in a diverse number o rrent information which ed an excellent track re	ricts, Link wa dons, investig ding the nece luct impact in rks closely w if skills and so the uses to tra- cord for provi	as the ADN cations and essary persu spections a ith newly l chedules. I ick, evalua iding comp	I for enforcement G hiring of new inspe- onnel to field offices and provide an adeq- nired inspectors to e Link consistently re- te and coordinate in dete, thorough and o	oup 1. He clors and staff. s as well as the unite insure that they views databases spection comprehensive
			*		
			·		
	4		•		
Desired Committee of Committee	4	₩ Evreed	Meet	Need to Improve	∏ Fall
Coalition Building and Communication	4	⊠ Exceed	Meet	Need to Improve	Fall
Coalition Building and Communication  Performance Standard  - Promotes an open, communicative environment that inepin motivates individual staff members/leams to accomplish or  - Stresses innovalion, creativity, and risk-taking. Analyzes prisite to move programs forward.	THIP PRODUCTION CHOOSES. INVESTIGATION	motivation, sp	irit, pride, ar	id trust. Facilitales con a positive and constr	peration and uctive manner.
<ul> <li>Promotes an open, communicative environment that inspin motivates individual staff members/leams to accomplish or</li> <li>Stresses innovation, creativity, and risk-taking. Analyzes p</li> </ul>	THIP PRODUCTION CHOOSES. INVESTIGATION	motivation, sp	irit, pride, ar	id trust. Facilitales con a positive and constr	peration and uctive manner.

Form CL 1-212 Revised September 2010 Provious addiens are not makin

roblem Solving and Initiative	⊠ Exceed	☐ Meet	Need to Improv	e Fall
Performance Standard  • Effectively represents the Department and the organization internally and/or a stakeholders in working on common tasks or group projects; shares work and	externally. Actively enga d decision-making with o	ges the coop iners.	eration of internal a	nd external
pretive  r. Selfe consistently works in cooperation with field office supervisors to fices. Currently there are over 170 MMUs in District 4's inspection are countered by stakeholders as well as the inspection force. He has a "tal- oblems and issues which arise on a daily basis. The constant change of assonnel. Link has worked with his inspection group to ensure that mine deprovide a safe working environment. Link has worked closely with the miners and are concise and easy for the inspectors and miners to unde perators to evaluate and provide input into seal breach and exploration properiences, he has been able to assist and help them to address issues and upploration and recovery operations	a. Link has shown a g ke charge" demeanor to personnel within the es are inspected as req he technical services g erstand. 'He has been clans for many mines.	reat ability to take a pr district has uired by the proups to p sought by the Due to his	to provide solution to provide solution to provide serious to Mine Act, regul rovide plans that sechnical services mine rescue and	ons to problems potential understaffing of ation and policy provide safety to groups and mine recovery
		1.0		
	Freed	X Meet	■ Need to Impro	ve ∏ Fall
equal Employment Opportunity and Diversity  Performance Standard  • Promotes and maintains a diverse and inclusive workforce. Actively recruits individuals from diverse backgrounds, perspectives, and experience. Ensure fair and equitable recognition of accomplishments for all employees.  • Builds, trains, and manages workforce based on organizational goals, budge and compliance with, applicable Equal Employment Opportunity (EEO) laws discrimination, harassment, and retailation. Ensures that EEO principles are	es that opportunities for (	Peace reads	Ensures confinuing	tion with sloyees. Provides
Performance Standard  • Promotes and maintains a diverse and inclusive workforce. Actively recruits individuals from diverse backgrounds, perspectives, and experience. Ensur fair and equitable recognition of accomplishments for all employees.  • Builds, trains, and manages workforce based on organizational goals, budge and compliance with, applicable Equal Employment Opportunity (EEO) laws discrimination, harassment, and retailation. Ensures that EEO principles are	and hires from diverse a	pplicant poo	its. Foster collabora equitably for all emp	tion with sloyees. Provides
Performance Standard  • Promotes and maintains a diverse and inclusive workforce. Actively recruits individuals from diverse backgrounds, perspectives, and experience. Ensure fair and equitable recognition of accomplishments for all employees.	and hires from diverse a	pplicant poo	its. Foster collabora equitably for all emp	tion with sloyees. Provides
Performance Standard  • Promotes and maintains a diverse and inclusive workforce. Actively recruits individuals from diverse backgrounds, perspectives, and experience. Ensur fair and equitable recognition of accomplishments for all employees.  • Builds, trains, and manages workforce based on organizational goals, budge and compliance with, applicable Equal Employment Opportunity (EEO) laws discrimination, harassment, and retailation. Ensures that EEO principles are	and hires from diverse a	pplicant poo	its. Foster collabora equitably for all emp	tion with sloyees. Provides

Form Dt, 1-363 Revised September 2010 Previous addissus are del trachie

Provides as many critical results-specific elements as are necessary to reflect the manager's/supervisor's specific responsibilities in the implementation of their agency's operating plan. All elements and standards must be linked to the operating plan and should describe the specific major results to be achieved during the period of performance covered by the performance plan. Each performance standard must be written at the Meet level and include measures of performance such as quality, quantity, timeliness, and cost effectiveness. Standards should be clear and not include detailed mitestones for descriptions of the process and methods used to achieve the results.

The rating official must appraise the managers'/supervisors' performance relative to the critical results-elements performed. In assigning a rating to each critical results element, please rate the manager/supervisor at one of the following four levels and include a written narrative as appropriate:

- Exceeds described level of performance (narrative required)
- Meets described level of performance (narrative not required)
   Need to Improve in order to meet the level of performance (narrative required)
   Falls to meet described level of performance (narrative required)

Fifty percent (50%) of the summary rating indicated in Section F1 is based on the managera/supervisor's performance relative to the critical results elements identified in this section. The remaining 50% is attributed to the managera/supervisor's demonstrated performance of the managerial competencies identified In Section |

Result #1 In support of the Secretary's Vision of Good Jobs for Everyone through Outcome Goal 2 - Securing safe and healthy workplaces, wages and overtime, particularly in high-risk industries and Outcome Goal 10 - Voice in the Workplace:

Demonstrates efforts toward the reduction of the mining satality Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Demonstrates efforts toward the reduction of the ALL Injury Incidence Rate in the District's Coal mines in accordance with the performance goals and indicators.

Monitor mine safety and health program area to ensure that citations/orders are timely terminated, Hazard Condition Complaints are timely processed, and mine plan approvals are evaluated in a timely manner.

Performance Standard

Performance is satisfactory when:

A 5% reduction in FY10 from the average number of fatalities for FY2005 - FY2009.

The status of citations issued is monitored for timeliness of abatement. Performance will be measured by the degree to which the District is able to terminate citations within the period established by policy for abatement, Hazard Condition Complaints are timely processed, and mine plan approvals are evaluated in a timely manner. Progress will be measured by using a variety of reports.

Mr. Selfe has worked aggressively during FY11 to improve the safety culture at the mines under his jurisdiction. He conducted numerous meetings with both miners and mine management to address safety issues and how they affect the decisions made by mine management. Link as monitored manpower usage and reallocated resources to ensure 100% inspection completions. He has monitored inspection Division 1 enforcement and addressed compliance challenged mines through mine visits and on-site meetings with the mine operators and miners. During FYII, Inspection Division I inspectors have assued more than 12,203 citations and orders, the S&S rate was 40% and clevated enforcement was used for 418 issuances.

Fant Ct. 1-322 Revised Bestember 3000

	hami-fue-M2000-04
esult#2 a support of the Secr vertime, particularly	☐ Exceed ☐ Meet ☐ Need to Improve ☐ Fall retary's Vision of Good Jobs for Everyone through Outcome Goal 2 — Securing safe and healthy workplaces, wages a / in high-risk industries and goal 10 — Voice in the Workplace:
emonstrates efforts the reports to direct	toward the reduction of the fatalities and injuries in the District's Coal mines by using the MSHA Key Indicators and tresources to monitor and improve enforcement performance and quality.
coal Districts' unique	MSHA Coal Key Indicator and other reports for performance results outside the acceptable norms and averages for the and distinct performance levels. Incumbent understands the effects of the District's geography and work load when all average performance baselines.
Performance Standard Performance is satisfi	actory when:
emonstrates an unde heir occurrence and i he completion rate o berrations beyond th	enstrates the use of the MSHA Key Indicators and other reports in the daily managerial decision-making process, exstanding of the root causes for variances in monthly reporting, assigns responsibility for the variances, accounts for remedy where applicable and shares best practices with relevant MSHA employees. The incumbent must ensure that of all E01 inspections is 100%. Exception to this only may be granted if the incumbent can demonstrate supporting the control of the incumbent's management ability that prevented 100% completion. The completion rate of all E01 will be for all coal mines district-wide.
	4
	•

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 127 of 129 PageID #: 3446

Ferm OL 1-382 Revised September 2010

all headquarters initiatives and that they were conducted to meet agency expectations and performed in a timely manner.

			*	
		∇ Evered	☐ Meet ☐ Need to improve	Fall
vertime, particularly in high-ris	k industries and goal 10 - Voi	e through Outcome Goal 2 – Sec ice in the Workplace:	curing safe and healthy workpla	
ake appropriate action to ensur ne allowable limits.	e the District achieves a 2% re	eduction from the previous year t	for dust and noise sample result	s exceeding
	*			
erformance is satisfactory when n your respective District, focus tespirable coal mine dust and no letermine if all feasible noise co	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	get the most egregious and persi- continually review noise controls ise and improve coal mine dust-r ing data; initiate systematic revis	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
erformance is satisfactory when n your respective District, focus tespirable coal mine dust and no etermine if all feasible noise co	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
erformance is satisfactory when n your respective District, focus tespirable coal mine dust and no letermine if all feasible noise co	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
Performance is satisfactory when  n your respective District, focus  Respirable coal mine dust and no  letermine if all feasible noise co  be "Dust Busters" effort; condu	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
Performance is satisfactory when  n your respective District, focus  Respirable coal mine dust and no  letermine if all feasible noise co  be "Dust Busters" effort; condu	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
erformance is satisfactory when n your respective District, focus tespirable coal mine dust and no letermine if all feasible noise co	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
Performance is satisfactory when  n your respective District, focus  Respirable coal mine dust and no  letermine if all feasible noise co  be "Dust Busters" effort; condu	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
erformance is satisfactory when n your respective District, focus tespirable coal mine dust and no letermine if all feasible noise co	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
erformance is satisfactory when n your respective District, focus tespirable coal mine dust and no letermine if all feasible noise co	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
Performance is satisfactory when n your respective District, focus Respirable coal mine dust and no letermine if all feasible noise co the "Dust Busters" effort; condu-	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons learned
Performance is satisfactory when n your respective District, focus Respirable coal mine dust and no letermine if all feasible noise co the "Dust Busters" effort; condu-	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non related inspections based on less two of the quality of dust contro	-compliance sons leamed
Performance is satisfactory when n your respective District, focus Respirable coal mine dust and no letermine if all feasible noise co the "Dust Busters" effort; condu-	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls ise and improve coal mine dust- ing data; initiate systematic revie eview of the plans to foster cont	in situations of continuing non elated inspections based on less was of the quality of dust contro inuous improvement.	-compliance sons leamed
Performance is satisfactory when in your respective District, focus Respirable coal mine dust and no determine if all feasible noise co	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls se and improve coal mine dust-ring data; initiate systematic reviews	in situations of continuing non elated inspections based on less was of the quality of dust contro inuous improvement.	-compliance sons leamed
Respirable coal mine dust and no letermine if all feasible noise co	sed inspections are used to targoise inspections in FY 2010; controls have been applied; reviews of sampli	continually review noise controls ise and improve coal mine dust- ing data; initiate systematic revie eview of the plans to foster cont	in situations of continuing non elated inspections based on less was of the quality of dust contro inuous improvement.	-compliance sons leamed

Ferrs (L. 1-363 Review Begternber 2010 Province editors are net us title.

		- 89
esult #4 In support of the Secretary's vision of Good Jobs for Everyone nd overtime, particularly in high-risk industries and Goal 10 – Vo	∑ Exceed	
TINER ACL	inconsistent enforcement of MSHA regulations, the Mine Act and the	be
se all available tools in an effort to reduce and/or eliminate the d accumbent will review findings noted in such reviews and timely i	leficiencies identified in Accountability, District and Peer reviews. implement corrective actions.	
erformance Standard erformance is met when:		
1) MSHA handbook, policy and procedures have been followed;		
Required Mine visits are completed;     Demonstrated efforts have been made to reduce or climinate re		
4) Field Activity and Second Level reviews are accurately comple	eted and all deficiencies are addressed;	
5) There are clear demonstrated efforts made to help assure consi	istency in citations/orders issued;	
hanges by a District CLR during conferences or contested cases lettlement proposals have been reviewed and approved by MSHA	with MSHA handbook, policy and procedural guidance. All reduct have been made with good reason and clear documentation provide a management prior to settlement and proper documentation maintains.	ed. A
nd 8) Mine plan approvals have been adequately evaluated and appro	ropriate approval/disapproval conducted.	

Case 5:18-cv-00591 Document 703-8 Filed 09/05/18 Page 129 of 129 PageID #: 3448

Mr. Selfe has provided support and encourages participation in MSHA's safety and health program through proactive and reactive actions, utilizing monthly staff meetings, quarterly safety meetings, one-on-one contacts, accident analysis and dissemination of information to increase employee awareness of accidents and accident prevention. Link manager makes quarterly visits to the field offices and makes on-site safety inspections of the offices. Link has made numerous field office and mine visits during which he always observes condition of the offices and use of PPF, and work practices of the employees. He has surpassed the necessary mine visits (____) to ensure that mines are providing compliance and a safe workplace for miners. Link leads by example to promote the health and safety for the employees and set a high standard for each person. He provides timely, accurate and detailed second level reviews and field activity reviews for his subordinates. He has a high level of consistency in the enforcement of regulation and policy and reviews databases and spreadsheet to ensure that citations and orders are timely abated. He provides guidance to field offices to address issues during audits and sets goals and plans in place to eliminate reoccurring deficiencies.

Form DL 1-35; Revised September 2016 Provious addition are not contain